

Asia	Sch 20	Indonesia	Rp 2020	Philippines	P 100
Bahamas	Doll 0.600	Italy	L 1520	S. Africa	S 100
Bangladesh	Tk 45	Japan	Y 500	Singapore	S\$ 1.10
Brazil	R 100	Kenya	K 100	Taiwan	T 100
Canada	C 1.00	Malaysia	M 100	Thailand	Th 100
Denmark	D 1.00	Norway	N 100	Turkey	L 100
France	F 100	Spain	P 100	U.A.E.	Dh 100
Germany	M 100	Sweden	S 100	U.S.A.	\$ 1.00
Greece	D 100	Switzerland	S 100	U.K.	£ 1.00
Hong Kong	H 100	U.A.E.	Dh 100	U.S.A.	\$ 1.00
India	R 100	U.S.A.	\$ 1.00	U.S.A.	\$ 1.00

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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D 8523 B

79 Moscow plants a red flag in the Pacific, Page 3

## World news Business summary

### Soviets seek talks on Salt 2 decision

The Soviet Union has proposed a special meeting with the US in Geneva later this month to discuss President Ronald Reagan's decision to abandon the Salt 2 arms control treaty, according to US officials. The administration, which is reported to be divided on how to reply to the proposal, is to discuss its response this week.

Mr Mikhail Gorbachev, the Soviet leader, has criticised the US for obstructing progress in East-West disarmament talks, and chided western European Nato members for failing to moderate US policies. He told the Polish Communist Party Congress that, despite a whole series of East bloc arms proposals this year, "the issue has not moved forward an inch." Page 2

### Japan's May trade surplus at \$8bn

JAPAN'S trade surplus rose to a record \$8.3bn in May, with exports up 24.2 per cent on the same month last year, Page 6

**DOLLAR** fell in London to DM 2.2015 (\$1.2945); FF 1.02 (FFr 7.03); SFr 1.7955 (SFr 2.7850); and ¥163.70 (¥165.45). On Bank of England figures the dollar's index fell to 114.4 from 115.0. Page 29

**STERLING** rose in London to \$1.5325 (\$1.5285); DM 3.3750 (DM 3.3725); SFr 2.7825 (SFr 2.7850); FF 10.7575 (FF 10.7325) but fell to ¥250.75 (¥253.00). The pound's exchange rate index remained unchanged at 78.2. Page 29

### Chernobyl treatment

Soviet scientists seeking to clean up land contaminated in the Chernobyl nuclear accident in April are considering chemical treatment of fields around the damaged power plant, Tass newsagency said.

### Cabinet shakeup

Canadian Prime Minister Brian Mulroney unveiled sweeping changes in his Cabinet including the appointment of Mr Don Mazankowski as deputy Prime Minister as part of a mid-term shakeup. Page 4

### Pope sees obstacle

Pope John Paul has told the Archbishop of Canterbury the ordination of women priests in some Anglican churches poses an "increasingly serious obstacle" to progress towards eventual reunion with Rome, the Vatican said.

### Royal visit

King Juan Carlos of Spain arrived in Dublin for a three-day state visit, the first by a Spanish head of state to Ireland.

### Hoffmann jailed

Alleged West German neo-Nazi Karl-Heinz Hoffmann was jailed for 9½ years in Nuremberg on assault, kidnap, forgery and arms offences, after a two-year trial.

### Police chief ousted

Peru's Government dismissed General Maximo Andres Martinez, the chief of the country's paramilitary Republican Guard police force three days after President Alan Garcia accused its members of executing at least 100 prison inmates.

### Italian arrested

Italian police in Naples arrested Pietro Vernengo, alleged to be a Mafia member involved in one of the largest heroin processing and shipping organisations in Sicily.

### Australians strike

Thousands of Australian dock workers began an indefinite strike, the first major industrial conflict since a wages authority ruling last week giving only minimal pay increases this year. Page 3

### Trophy withheld

American Merchant Marine Museum refused to give Richard Branson the Hales Owen trophy for the fastest Atlantic crossing, saying it was for liners, not "toy boats."

### Pasternak returns

Disgraced Soviet writer Boris Pasternak is to be honoured with a museum, and his banned novel Doctor Zhivago may be published. Page 2

### Punjab protest

Many thousands of Hindus closed their shops and business establishments in various towns in the north-western Indian state of Punjab to protest against the continued killings of members of their minority community by Sikh terrorists.

## Eureka go-ahead for 62 projects worth \$2.1bn

BY GUY DE JONQUIERES IN LONDON

SIXTY-TWO joint development projects between European companies, involving total spending of about \$2.1bn, were approved yesterday by ministers from 13 European governments as part of the Eureka programme of high-technology collaboration.

"The rapidly developing momentum of Eureka has been confirmed and increased," said Mr Paul Channon, Britain's Trade and Industry Secretary, who chaired the meeting of about 40 ministers in London.

Eureka, which was first proposed by the French Government a year ago, is intended to improve the competitiveness of Europe's high-technology industries by encouraging joint development of commercial products and services by companies across Europe.

The projects approved yesterday are in addition to 10 approved last November. They range in size from a plan to develop new computer software tools worth \$37m (€37m) to a scheme for reducing pollution levels in the Rhine basin valued at 400,000m Ecu.

The projects, which have lives of from two to 10 years, are mostly in computers, semiconductors and telecommunications. They also include ventures as varied as industrial ceramics, production of sunflower seeds and diagnosis of sexually transmitted diseases.

France is the most widely represented country in Eureka, with companies involved in 40 of the 62 new projects. It is followed by Britain, which has companies in 28 projects, and West Germany, which is participating in 15.

Eureka has no funds of its own, but many participating companies are receiving subsidies from their national governments. The French Government is paying 40 per cent of the FFrs (€568m) which French companies expect to spend on Eureka projects.

Mr Alain Madelin, France's Industry Minister, expected his Government's grants to total FF 350m this year and to double next year.

The British Government will pay up to half the cost to UK companies of taking part in Eureka but has not said how much it expects to spend this year.

Italy has expressed concern that competition between governments to subsidise companies could run out of control and has called for full details of government support schemes to be published.

However, Mr Channon dismissed suggestions that the level of public funding for Eureka projects might invite complaints or retaliation from Europe's trading partners, particularly the US and Japan.

The ministers also agreed to:

- Admit Iceland as Eureka's 19th member. However, an application from Yugoslavia was rejected on the grounds that it does not have a market economy.
- Establish a small Eureka secretariat in Brussels, to be headed by Mr Xavier Fels, a French official. It will act mainly as a clearing-house for projects.
- Study further ways of obtaining private venture capital for Eureka projects.

The ministers said in a communiqué that Eureka must be linked to the creation of a genuine Common Market. This point was emphasized in an opening address by Mrs Margaret Thatcher, the British Prime Minister, who said the programme must be led by private industry, not by governments.

Chairmanship of Eureka passed last night to Sweden from Britain. The next ministerial meeting is expected to be held in mid-December in Stockholm.

Project details, Page 9

## \$ falls sharply despite Japanese support

By Robin Pauley in London

THE DOLLAR fell sharply against the yen yesterday in spite of heavy intervention by the Bank of Japan anxious to prevent a dollar collapse just before next Sunday's general election.

The dollar slid under ¥184 for the first time in six weeks after official figures in Tokyo showed a further substantial rise in Japan's record trade surplus. The announcement that Japan's surplus continues to rise remorselessly followed hard on the heels of Friday's US trade figures, which showed that the deficit level had deteriorated even more than expected.

Most of the pressure against the dollar was in Tokyo where persistent selling took the currency down to close at ¥163.85 against ¥165.85 on Friday. The fall occurred in spite of some of the heaviest intervention seen for some time by the Bank of Japan, which spent around \$400m on the US currency in an attempt to stop the yen rising too far too quickly.

Leaders of significant sections of Japanese industry have already complained that the yen is far too highly valued and is ruining their competitive edge. Further rises in its value so close to the election would be very embarrassing to Mr Yasuhiro Nakasone, the Prime Minister, who is seeking re-election.

The dollar has now fallen by about 40 per cent against the yen since last September but has been relatively stable in recent weeks, climbing back from a low of ¥159.99 since May 12.

The dollar lost a little ground against most other major currencies, although the markets other than Tokyo were generally quiet.

There was some confusion surrounding cryptic remarks made by Mr Karl Otto Pöhl, president of the Bundesbank, who indicated both that the West German central bank was reluctant to cut interest rates and that there would be some good news to report on West German monetary growth later this week.

There was some speculation in the market that this could mean that the discount rate will remain unchanged but that the Lombard rate - usually 1 percentage point above discount but 2 percentage points higher since March 6 - might be cut if the annual rate of monetary growth has fallen back closer to the Bundesbank target range of 2.5 to 3.5 per cent. The growth rate has recently been 7 per cent and has been as high as 9 per cent.

A cut in West German interest rates might pave the way for a further cut in UK rates.

Currencies, Page 29

## Opec quotas deadlock sends prices down

BY RICHARD JOHNS IN BRIONI AND LUCY KELLAWAY IN LONDON

MEMBERS of the Organisation of Petroleum Exporting Countries are to meet again in Geneva on July 28 for another attempt to agree on a ceiling for collective output and individual quotas following their failure in Brioni, Yugoslavia, to reach a consensus on either issue.

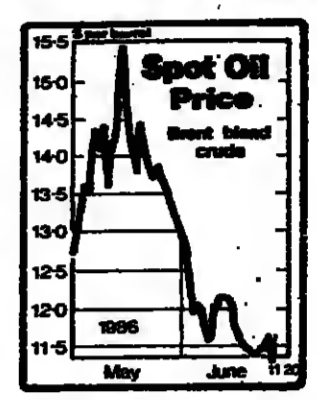
After the conference ended yesterday chief delegates took back to their governments detailed recommendations for national quotas drawn up by Dr Subroto, the Indonesian Energy Minister, based on the views of all member-states on how the total should be distributed.

The results of what was said to be a complicated computerised exercise were kept a closely guarded secret. Mr Riwandi Lukman, Nigeria's Oil Minister who is current president of Opec, said that the aim was to give all 13 members "a fair and reasonable share."

The oil markets seemed in no doubt that the meeting had not been a success. In London, the price of Brent crude fell by about 40 cents a barrel to \$11.20 and in New York, West Texas Intermediate dropped 50 cents to \$12.90.

However, the market had been preparing itself for such an outcome for over a month, and the prospect of an agreement which contained no specific quotas has been one of the causes of a fall in oil prices of \$3 over the past six weeks.

Yesterday, dealers warned that



the lack of any individual production quotas did not bode well for the third quarter, any many now fear that the oil price may temporarily fall below \$10 a barrel.

One trader summed up the general mood by saying: "Again Opec has given us something that tastes OK, but has left us with nothing in our stomachs."

BP struck out against the pessimistic mood by forecasting a rise in prices. Mr Basil Butler, who today becomes one of BP's six managing directors, told analysts in Zurich that he expected the price of Brent to average \$13 in the second half of the year, compared with \$12 in the

Continued on Page 14  
Editorial comment, Page 12

## AMC to assemble cars for Chrysler in US

BY PAUL TAYLOR IN NEW YORK

AMC, the troubled fourth largest US carmaker which is 48.1 per cent owned by Renault of France, is to assemble up to 150,000 full-sized four-wheel drive cars a year for Chrysler, the number three US car group.

The unusual contract assembly deal involves AMC's aged plant at Kenosha, Wisconsin. It is believed to be the first of its type among the big four US carmakers and reflects the contrasting fortunes of Chrysler and AMC, which has lost money in four of the past five years - including \$125m last year alone.

AMC has excess capacity because of a sharp slowdown this year in sales of its Renault Alliance and Encore sub-compact cars which are both produced at Kenosha. Chrysler, however, needs another assembly plant to produce its three-displaced "M" car models which are currently made at Fenton, Missouri. Chrysler announced recently that the Fenton plant will be converted to produce its popular Dodge Caravan and Plymouth Voyager minivan models.

Chrysler had planned to end production of the "M" body cars last year but continued production after unexpectedly strong sales.

The Kenosha plant, one of the oldest car assembly plants in the US, was originally built as a bed and mattress factory in the 1890s. The facility, which has a long history of industrial idleness for much of this year, AMC had announced plans to close it permanently by 1990.

Under the terms of a memorandum of understanding, between the two companies the plant will assemble Chrysler's Fifth Avenue Dodge Diplomat and Plymouth Grand Fury cars beginning early next year alongside the Renault Alliance. Chrysler confirmed yesterday that it had been seeking a plant that could produce up to 150,000 cars a year and that the contract with AMC, if finally, will run for "a number of years."

AMC will provide manning for the plant and said yesterday that it would recall 4,200 hourly and 300 salaried employees at Kenosha and Milwaukee for the project. The company added that preparation for production of the Chrysler cars would begin immediately.

About 4,000 workers from the Kenosha plant are permanently laid off at present. It produced as many as 500,000 cars a year in the early 1960s, makes only about 90,000.

The companies did not disclose any financial details, which Chrysler said were "confidential," however, there appears to be a major boost for the depressed town of Kenosha, AMC and AMC's controlling shareholder, Renault, which has pumped more than \$750m into the US carmaker to revive its production line since 1979.

In the first five months this year AMC, hurt by a fiercely competitive small car market, reported a 44 per cent decline in domestic manufactured car sales to 29,480 it reported a \$18.9m first-quarter net loss, down from \$29m in the 1985 period. Sales fell slightly in 1985, the narrowest loss target reflected drastic cost-cutting programmes.

Daimler-Benz reaffirms, Page 15

## Mexico expected to meet debt interest payments on schedule

BY OUR FOREIGN STAFF

MEXICO is expected to continue meeting interest payments on its foreign debt due this week despite its failure over the weekend to clinch an agreement with the International Monetary Fund on an economic policy programme that would unlock several billion dollars in fresh credit.

As confusion reigned among international banks yesterday over the country's intentions on its \$97bn foreign debt, Mexican officials remained tight-lipped about the result of talks, though a statement was expected in Mexico late last night.

Senior bankers said earlier reports that Mexico faced a debt service payment of more than \$1bn this week were erroneous. In fact the payment is much smaller, in the region of \$100m, and indications

from Mexico are that it will be paid on time.

Mr Gustavo Petricoli, Mexico's Finance Minister, spent yesterday conferring with other senior Mexican officials following his return from Washington, where monetary officials said the differences between the two sides on an economic policy agreement appeared to be narrowing.

But they added that a final agreement on an IMF programme could still be weeks away. Much depends on how far President Miguel de la Madrid is prepared to go in cutting his government's budget deficit, now running at around 13 per cent of gross domestic product.

Senior Mexican officials were clearly optimistic that agreement in principle with the IMF could be announced shortly, although they

were under strict instructions from the President's office not to reveal the contents of the Washington talks.

It is nevertheless being assumed in Mexico that last week's negotiations will lead to the rapid release of new finance, even before Mexico starts substantive negotiations with its creditor banks, from whom it is seeking concessions which would lighten its debt service burden.

A new agreement with the IMF would be worth about \$1bn. Mexico is still expecting two \$500m loans from the World Bank, one to support its import liberalisation programme, and the other to help housing reconstruction after last September's earthquakes.

Mexico looks to IMF, Page 4  
Lombard, Page 13

Europe	2	Editorial comment	12
Companies	15, 16, 19	Eurobonds	18
America	4	Euro-options	32
Companies	15, 16	Financial Futures	29
Overseas	3	Gold	28
Companies	17	Int'l Capital Markets	18
World Trade	6	Letters	12
Britain	9, 10	Lombard	13
Companies	20-22	Management	23
Agriculture	28	Market Monitors	36
Arts - Reviews	11	Men and Matters	12
World Guide	6	Money Markets	29
Commercial Law	28	Raw Materials	33, 36
Commodities	25	Stock markets	33, 36
Crossword	25	- Wall Street	33-36
Currencies	28	- London 25, 30-33, 36	
		Technology	6
		Unit Trusts	25-27
		Weather	14

West Germany: profile of a president	2	Lombard: crying wolf in Mexico	13
Japan/US: airport's role in the trade war	6	Foreign affairs: the ghost of Mr Wilson	13
Technology: worldwide view for computers	8	Lex: Mercury International; Next/Gratten	14
Editorial comment: Poland; Opec	12	Management: spinning off small ventures	23
Britain: problems over tax cuts	12	Nissan in the UK: Survey	Section III

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# EUROPEAN NEWS

## France to lower foreign holdings in privatised companies

BY DAVID HOUSEGO IN PARIS

THE French Government is to restrict to 15 per cent the maximum foreign holding in newly privatised companies.

The surprise announcement yesterday by Mr Edouard Balladur, the Finance Minister, reflects growing government sensitivity to Socialist charges that denationalisation could bring increased foreign control over France's state-owned banks, insurance and industrial groups. Up to now ministers have spoken of a 20 per cent ceiling.

Saint-Gobain, the state-owned glass and engineering group, is currently raising FF 2.4bn (£223m) in fresh capital through an issue of non-voting shares with a 20 per cent ceiling on foreigners' holdings. The issue was seen as setting the pattern for eventual privatisation.

Mr Balladur, who was speaking to the American Chamber of Commerce in Paris, said the limits would be temporary but did not specify over what period. He indicated separately that a further substantial step towards ending foreign exchange controls was likely before the end of the year, with authorisation for French residents to open accounts abroad.

The only substantive foreign exchange restrictions which remain cover the remittance in francs by non-residents and the

## Revelations by court bring Normed closures closer

BY OUR PARIS CORRESPONDENT

THE CLOSURE of one or more of the shipyards belonging to the French Normed group seemed increasingly inevitable yesterday after the depressing picture of the group drawn yesterday by the Paris commercial court.

The court appointed an administrator to see what could be salvaged from the group which filed for bankruptcy last week after the government cut off cash assistance to it. The court revealed that state aid to Normed had amounted to FF 3bn (£290m) in 1984 and FF 1.5bn in 1985, compared with turnover last year of FF 2.1bn.

Normed employs 6,800 people and runs three shipyards—two on the Mediterranean and one at Dunkirk in the north.

The president of the court said that he did not think the group could survive once it had completed work currently in hand. He said the situation was worse than the most pessimistic forecasts. On this basis the most vulnerable of the three yards is Dunkirk which is completing an order for a rail ferry.

In a move seen as foreshadowing closures, Mr Alain Madelin, the Industry Minister, announced last week redundancy and retraining terms almost unique in the French industry. Workers are being offered either FF 200,000 in cash or a two-year retraining course at 70 per cent of previous pay. Only steelworkers so far have won such a generous settlement. Mr Madelin is expected to elaborate on the details this week.

## Polish party leader basks in Gorbachev's approval

BY CHRISTOPHER BOBINSKI IN WARSAW

MR MIKHAIL GORBACHEV, the Soviet leader, yesterday congratulated Poland's General Wojciech Jaruzelski for crushing the Solidarity movement. He hinted, however, that Communist countries must search for ways to modify their economic and political systems if crises similar to the Polish one were to be avoided. His full-scale praise for the general, who had "the ability to find solutions to the most complex of problems," is an important political boost for Poland's party leader. It explains the ease with which he has been able recently to remove rivals such as Mr Stefan Olszowski, once a challenger for the top party post and now a party delegate to the party congress.

Speaking at the Polish party congress, Mr Gorbachev gave the most authoritative Soviet analysis of the Solidarity era which, he said, had come about because the 74-year-old Mr Heuss was under no illusion that memories of a recent past hung over feelings between the two countries.

His official reception left nothing to be desired. But the mood of the public was cold and distant. "Eighty per cent of the applause," he is said to have remarked after travelling in a ceremonial carriage with Queen Elizabeth, "was for the British Queen, 15 per cent for the horses and maybe 5 per cent for me."

President von Weizsaecker is unlikely to have reason to make similar complaint when today he follows in Mr Heuss' footsteps. More perhaps with Britain than with any of its erstwhile enemies. West Germany has achieved a normal and natural reconciliation. Relations between them, cemented by the Atlantic Alliance and the Common Mar-

## Moscow seeks meeting with US on Salt

BY REGINALD DALE, US EDITOR, IN WASHINGTON

THE SOVIET UNION has proposed a special meeting with the US in Geneva later this month to discuss President Ronald Reagan's decision to shelve the Salt 2 arms control treaty, according to officials here.

The Administration, which is divided on how to reply to the proposal, is to discuss its response this week, the New York Times reported yesterday. While some senior officials favoured a positive response, the Pentagon was reported to be critical of the idea.

The Soviet proposal is for a special session of the Standing Consultative Commission, a group of Soviet and US experts which monitors the two countries' adherence to arms control treaties and considers allegations of violations.

Moscow, which has never

longer be bound by the limits set by the 1979 treaty, which has never been ratified by the US Senate, but officials here also suggested that the US may still shelve the treaty's restrictions under certain conditions.

Meanwhile, the Administration is "seriously considering" a Soviet compromise offer on intermediate-range missiles — the US ground-launched cruise and Pershing 2 and the Soviet SS-20 — according to a senior official. Any US counter-offer, however, would not be ready for several weeks and might not be given to Moscow until the Geneva arms talks reconvene in September.

Although the US had originally planned to hold the next superpower summit in Washington this year, there was now

political and military realities of the European continent."

He used the Chernobyl nuclear power station accident to underline the dangers of nuclear conflict. He thanked Poles for their expressions of "solidarity with our misfortune, which also affected you," a reference to the radio-active fallout which swept across Poland after the accident.

Mr Gorbachev said the present US stance could not be "reconciled with the spirit of the agreement reached last year" at the Geneva summit. "We are for a dialogue," he added, "but it has to be a dialogue in which both sides achieve concrete effect."

He appealed to the West to consider seriously Soviet proposals on medium range nuclear weapons

## Spanish opposition to split

By Tom Burns in Madrid

MR OSCAR ALZAGA, the leader of a Spanish Christian Democrat party which is a junior partner in the opposition coalition, announced yesterday that he and his supporters intended to sit separately in the new Parliament when it opens in two weeks.

The decision taken by Mr Alzaga's Partido Demócrata Popular (PDP) followed a virulent post-mortem by the Christian Democrats of the electoral results.

Mr Alzaga, reviewing the strategy of the Coalition Popular, Spain's centre-right opposition, said that under the present strategy, the centre-right opposition was "permanently excluded" from power.

In the June 22 polls, the Socialist Party, led by Mr Felipe Gonzalez, Prime Minister, retained an outright majority in Congress with 194 seats in the 300-member assembly and Coalition Popular won 106 seats; one less than it held in the 1982 elections.

The PDP decision announced by Mr Alzaga is an implicit rejection of Mr Manuel Fraga, the hitherto dominant figure of Spanish conservatism, whose party, Alianza Popular, is the main component of the centre-right opposition.

Mr Alzaga intends to have the 21 PDP members elected to Congress on the Coalition Popular ticket form their own parliamentary group. In order to achieve this he must first persuade other political parties, including Alianza Popular, to agree to a change of rules governing parliamentary representation.

At present, members of a party elected as part of a coalition are barred from forming their own parliamentary group. Mr Alzaga indicated that if he failed to change the ruling he and his supporters would "cross the floor of the House" anyway and join the so-called "banned" parliamentary group in Congress, which is formed by members of minority parties that lack the electoral backing necessary to form a fully-fledged group in Congress.

Mr Alzaga's stand has infuriated rank-and-file Alianza Popular members who accuse the PDP of riding in the slipstream of Mr Fraga's leadership in order to gain seats in Congress.

Under the electoral pact that brought together the mainstream conservatives of Alianza Popular, the PDP and with a small liberal party, the junior partners in the coalition were offered a number of "safe" seats in the elections.

Mr Fraga's Alianza Popular party is due to hold its post-mortem shortly and this is likely to prove no less controversial.

Last week's elections were the fourth straight defeat in national polls for the conservative leader.

## Poehl rejects call for interest rates cut

BY WILLIAM DULLFORCE IN ZURICH

THE BUNDESBAK's president, Dr Karl Otto Poehl, yesterday rejected calls for more government spending and lower interest rates at a monetary symposium here but he said the West German central bank expects to be able to announce a regular half-yearly examination of money supply developments.

Dr Poehl did not refer directly to reports that the bank's council might have to raise interest rates in order to choke off excess liquidity in the economy. But his remarks can be read as discounting the possibility.

The money supply had been over the Bundesbank's target for some time, he acknowledged, but the situation was "getting better." On Thursday the council undertakes its regular half-yearly examination of money supply developments.

He was speaking in Zurich to an international "working round of exchange rate and co-ordination" at which top

financial officials, central bankers, parliamentarians and economists have discussed international monetary reform and economic policy co-ordination.

In contrast to the pressure to raise interest rates, reports generated by domestic money supply movements, West Germany was strongly urged in Zurich to lead another concerted cut in international interest rates. Dr Poehl rejected these urgings yesterday as Mr Hans Tietmeyer, State Secretary at the West German Finance Ministry, had done.

Dr Poehl said that the concerted reduction in rates of last March, Dr Poehl recalled, but following the realignment of currencies in the European monetary system, the D-mark had remained close to its lower limit for some time and a further reduction of interest rates had been inconceivable at the time.

The Zurich conference was

organised on the initiative of Senator Bill Bradley and Congressman Jack Kemp, two influential US politicians who have been trying to generate political backing for a reform of the current freely floating exchange rate system.

Dr Poehl yesterday emphasised West German scepticism about proposals to the rates to target or reference zones, as advocated by the French. Countries, including the US and Japan, which would have to carry the burden of defending fixed currency rates, were not ready to accept the consequences for their domestic policies, he said.

The main threat to the stability of the international monetary system would for some time be the US current account deficit. The US had become a net debtor country for the first time and would build up foreign debt of some \$900bn by the end of the decade.

The conference came close to

## EEC ministers take step to free road haulage market

BY PAUL CHEESRIGHT IN BRUSSELS

EUROPEAN Community transport ministers yesterday took a decisive step towards reaching a free road haulage market by 1992.

The transport ministers accepted this target last November in response to European Court of Justice criticism of their failure to provide for the free provision of transport services.

At present, only about 15 per cent of cross-border truck traffic is covered by the Community permit, according to European Commission estimates. Most traffic is regulated by bilateral national agreements on an annual basis.

From 1992 there will be no bilateral agreements. Meanwhile, the Twelve have agreed that the number of permits issued under such arrangements will be adjusted according to need.

The increase in the number of Community permits, from 1987 of a base of 7,837

free the road haulage market by the time a Europe without trade barriers is supposed to exist in 1992.

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The increase in the number of Community permits, from 1987 of a base of 7,837

## Von Galen move may speed end of trial

By David Brown in Frankfurt

COUNT Ferdinand von Galen, the former managing partner of Schroeder Muencheyer Hengst and Co (SMH), yesterday admitted to a breach of trust, possibly setting the stage for an early conclusion to the trial arising from the bank's near-collapse.

Both defence and prosecution have agreed not to call further witnesses in the five-month-old trial, and a decision to drop some of the charges against Count von Galen and begin the summings-up could be taken as early as this Thursday.

Count von Galen was head of SMH in the period before its near-collapse in late 1983—one of the worst financial debacles in West Germany since World War II. It was saved at a cost of some DM 700m (£179m) by a consortium of West German banks, with its healthy divisions and assets of the bank sold to Lloyds Bank of the UK.

He continued yesterday to deny charges of fraud against SMH's creditor banks, however, accepting only "moral responsibility" in the affair.

## Mergers 'vital to European competitiveness'

BY LESLIE COLTIT IN BERLIN

SENIOR executives of two large European companies told an international cartel conference yesterday that European enterprises would not be able to compete effectively in the future without entering into partnerships and mergers.

Mr Edzard Reuter, financial director of Daimler-Benz, which recently acquired AEG, the second largest West German electricals group, said a unified

European "home market" could trigger a considerable structural change which would make large mergers "useful, necessary and desirable."

Dr Manfred Caspari, director-general for competition in the European Commission, warned that countries with a high degree of industrial concentration were not necessarily more effective competitors. Britain, for

instance, with a relatively high industrial concentration, had lost the largest share of the markets.

Small and medium-sized companies in the region of Swabia in West Germany, he said, were often so highly specialised that their shares of the world market were more than 30 per cent. He wondered whether they would have such market shares if they were only "divisions in a mammoth group."

Dr Otto Schlecht, state secretary in the West German Economics Ministry, agreed that size alone was not a guarantee of international competitiveness or of top performance in high technology. On the other hand, it was "very dubious" to make sheer size the object of anti-trust legislation.

## Weizsaecker cements ties of friendship with Bonn's best friend

West German President will receive a warm welcome in Britain today. Rupert Cornwell reports

WEST GERMAN President Richard von Weizsaecker's visit to Britain today should be very different from October 1983, when Mr Theodor Heuss became the first President of modern West Germany to pay an official visit to Britain after the war.

Academic, journalist and unrelenting opponent of the Nazi regime, the 74-year-old Mr Heuss was under no illusion that memories of a recent past hung over feelings between the two countries.

His official reception left nothing to be desired. But the mood of the public was cold and distant. "Eighty per cent of the applause," he is said to have remarked after travelling in a ceremonial carriage with Queen Elizabeth, "was for the British Queen, 15 per cent for the horses and maybe 5 per cent for me."

President von Weizsaecker is unlikely to have reason to make similar complaint when today he follows in Mr Heuss' footsteps. More perhaps with Britain than with any of its erstwhile enemies. West Germany has achieved a normal and natural reconciliation. Relations between them, cemented by the Atlantic Alliance and the Common Mar-

ket, are closer than ever before. For the first time, during the four-day official segment of his visit, Mr von Weizsaecker will be paid the honour, accorded to only four foreign heads of state before him, of addressing a joint session of almost 800 Members of Parliament. His speech and that of the Queen at tonight's Buckingham Palace banquet will be broadcast live in West Germany.

As long ago as 1983, an opinion poll showed that Britons regarded West Germany as their best friend in Europe. Even though the decidedly Anglophile Chancellor Helmut Schmidt has been succeeded by Mr Helmut Kohl, so publicly committed to a special German friendship with France, those ties have not ceased to multiply.

One small but significant part of the explanation may be Mr von Weizsaecker. Since his election in May 1984, by the largest margin since that of Mr Heuss 30 years earlier, the 66-year-old President has changed the perception of his office. He remains constitutionally a figurehead. But, to an extent unmatched by any of his predecessors, he has become the spokesman, even conscience, of his country.

He is likely to dwell on the importance of close bilateral links in the wider perspective of Europe's future, not least in its dealings with the US

Circumstances, not least the gap left by Mr Kohl's huge incapacity to inspire, have certainly played a part. But at any time, surely, the devotedly Christian Mr von Weizsaecker, with his innate liberalism, acute sense of history and the ability to say uncomfortable things with grace and dignity, would have made a notable impact.

The sense of history derives from personal experience. Before the war, he studied in Berlin, Bern, Oxford and Grenoble. That first visit to England, for six months in 1937, left an indelible impression. It was the time of the coronation of George VI, the father of his hostess today, and Mr von Weizsaecker was at Wimbledon to see his compatriot Gottfried

von Cramm lose the final. For a young German of 17, it was a difficult time. "The isolation of the Nazi regime was practically complete," he remembers. "I lived with an English family for a while and having a German in the house was a real problem for them. Neighbours wouldn't invite them if I came as well, while they refused to go without me."

Then came the war. Mr von Weizsaecker, an officer with the 9th Potsdam infantry regiment, marched into Poland on the first day of the war. On the second, he saw his older brother die in battle. He fought until wounded almost at the end, in 1945. Afterwards, as a young lawyer, he defended his father, who was briefly jailed for war crimes at Nuremberg.

By the mid 1950s, he had joined the Christian Democrat Party (CDU) and from 1969 was a member both of the Bundestag and of the German Protestant Church. But 12 years later he abandoned parliament in Bonn to become governing Mayor of Berlin, at the very time which divides both Germany and Europe. Such was his record there, that when he was put forward by the CDU

for the federal presidency, he was elected with the support of the opposition Social Democrats as well.

His reputation derives, above all, from one event: his speech on 9 October 1985, commemorating the 40th anniversary of the collapse of the Third Reich.

After the spangled debate over President Reagan's visit to war cemetery at Bitburg, it hit precisely the right note in its unfinching acceptance of the German past. The war's end, he argued, should be regarded as a liberation—and for many West Germans, the speech itself was a catharsis, another liberation.

Its echoes have reverberated around the world. Over 1.5m copies have been printed. Records and cassettes of it have become best sellers, while translations have been made into 14 languages, including English, Russian and Polish. Mr von Weizsaecker was surprised by the speech's impact. But it is perhaps the largest single reason why a German President will be addressing parliament—albeit in immaculate English.

The past, however, will not be his main theme tomorrow, nor



Weizsaecker... sense of history

Weizsaecker will be reiterating in London his conviction that the future of the divided German nation is but an unresolved aspect of East-West relations in their entirety.

"The political structure in central Europe is subject to continuous change," he has said. No single one has existed for Germany which has proved a final one. "Any change must be peaceful and with the consent of all our neighbours. We must not assume that today's structure will be valid for ever."

## Soviet literature opens new chapter

THE SOVIET Writers' Union, which expelled Boris Pasternak after his novel "Doctor Zhivago" was published in the West, has voted to honour him with a museum and may get the banned book published in the Soviet Union, Yevgeny Yevtushenko, the poet, said yesterday. AP reports from Moscow.

The decision to honour Pasternak, who was prevented from accepting the 1958 Nobel prize for literature and died in disgrace in 1960, was one of several moves at last week's Writers' Union congress that could presage changes in Soviet literature.

Mr Yevtushenko said that he gave the congress a letter signed by 40 writers asking that a Pasternak museum be established. The congress approved the letter, he said, and it will now be acted on by the Union's administration.

This is the most decisive step yet by Soviet authorities to acknowledge Pasternak, described as "one of the best poets in the whole history of Russian poetry."

It also ends a long controversy over Pasternak's country home in the village of Peredelkino, outside Moscow. Pasternak admirers make pilgrimages to the writer's grave in the village churchyard, sitting there for hours and reading his poetry.

After Pasternak's death, his family maintained the sprawling, two-storey dacha as an unofficial museum. In the summer of 1984, however, the writer's son Yevgeny lost a two-year court battle to keep the dacha—owned by the Writers' Union—and it was stripped bare.

Rumours among Moscow intellectuals said the dacha was to pass to the writer Ginzburg. Although she had firmly denied yesterday that she would occupy the house, "We would rather keep this great poet," he said.

It means, he said, however, whether "Doctor Zhivago," banned for its sympathetic portrayal of Russians who opposed the 1917 Revolution, was published, Mr Yevtushenko made clear yesterday that he would favour publication.

Fellow writer Vitaly Korotich, who edits the weekly magazine Ogonyok, also suggested the time for the dacha to come, but made clear that this depended on Ginzburg, the organisation censoring Soviet literature.

Changes have become apparent in the Soviet arts since Mr Mikhail Gorbachev became Communist party leader almost 16 months ago.

While leaving censorship in place and party supremacy unchallenged, the new leadership has allowed plays, books and films that question aspects of the past and present more forcefully than in the previous two decades.

There have also been changes in people overseeing the party and state cultural apparatus. The key post of Culture Minister is vacant following the removal of Mr Pyotr Demichev, an engineer who held the job for 12 years to the post of Deputy President.

Last month, the Film Workers' Union elected as its leader Mr Elem Klimov, a director whose works have been banned by censors.

The Writers' Union followed suit last week by removing Gregory Markov, the union's first secretary for 15 years, and replacing him by Vladimir Karpov, the 64-year-old editor of the literary magazine Norny Mir.

He and a handful of other reform-minded writers were elected to a special bureau to run the Union and are considered more likely to change Soviet literature than Mr Markov, a 75-year-old hardliner who led official attacks on the exiled writer Alexander Solzhenitsyn.

A third of the 68-member secretariat elected by the congress to run the Union are new. They include some figures viewed in the past as rebels, such as Mr Yevtushenko himself, and fellow poets Andrei Voznesenski, Suleik Okudzhava and Bella Akhmadulina.

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# S. African unions discuss strike over detentions

BY ANTHONY ROBINSON IN JOHANNESBURG

OFFICIALS of South Africa's most powerful trade union, the National Union of Mineworkers (NUM), were due to meet last night to discuss possible strike action in support of their demands for the release of the union's vice-president who has been detained under the state of emergency.

The detained official, who cannot be named in South Africa under the media restrictions which accompany the state of emergency, is also the president of the Congress of South African Trade Unions (Cosatu), the recently formed super-federation which has 500,000 members in 34 affiliated unions covering most of South Africa's strategic industries from mining, through transport to the food industry.

The central executive committee (CEC) of Cosatu has called a special meeting today at an undisclosed venue to discuss what one key member described yesterday as "the action to take in the light of the detention of our leaders."

According to the NUM, which is the biggest union in Cosatu at least nine of its top regional and national leaders have been detained although two of its most senior officials, Mr Cyril Ramaphosa, the general secretary, and Mr Mlotshwa, the NUM president, left the country after the emergency was declared. They will be in London today canvassing for support from British miners and other trade unions.

The labour monitoring group of Witwatersrand University reported last week that more than 900 trade union officials have been detained under the emergency, including the general secretary of the Metal and Allied Workers Union (MAWU), who again cannot be named.

The state of trade union

THE Catholic Institute for International Relations condemned yesterday that Mr Elijah Barayi, president of the Congress of South African Trade Unions (Cosatu) and vice president of the National Union of Mineworkers, has been detained.

Stephanie Gray in London. Mr Barayi is the most senior leader of organised labour yet to be detained without trial under emergency regulations.

arrests comes at a delicate time for annual labour negotiations in both the mining and engineering unions. Last week the Chamber of Mines announced its final offer of wage increases ranging from 15 to 20 per cent on minimum rates for over 500,000 black mineworkers in coal and gold mines. The offer also included a two hour per fortnight reduction in working time for underground gold miners, the granting of union demands for May Day and June 16 (Soweto Rising anniversary day), as paid holidays and improvements to job security, death payments and other fringe benefits.

Negotiations continued in spite of the absence of Mr Ramaphosa and Mr Mlotshwa. The NUM undertook to convey the union's response to the chamber's final offer on Wednesday but this could be frustrated if further action is taken against the union following last night's meeting.

The arrests also threaten to complicate wage bargaining for 350,000 workers in the engineering industry after the Steel and Engineering Industries Federation met the 15 unions involved last Friday to put their offer of last 11.5 and 17 per cent on basic rates. The six unions in the negotiation have declined the offer.

# Talks open on transfer of Macao to China

Talks opened yesterday on the transfer to China of Macao, the small enclave of the southern Chinese coast under Portuguese control for for almost 430 years, reports Robert Thomson from Peking.

Conscious of Chinese concern about business confidence in Macao, the Portuguese delegation has been unwilling to discuss publicly the first round of talks, which are to last two days.

China is also very conscious of confidence in Hong Kong. Any sign of Portuguese discontent on Macao's future is likely to affect confidence over Hong Kong, which is only about 40 miles west of Macao.

The Chinese Government intends to employ the "one country, two systems" formula drafted for Hong Kong, allowing Macao to keep capitalism for at least 50 years. Portugal is unlikely to argue with that formula but is likely to use the talks as a means of pushing for better economic relations with China.

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# Punjab Hindus stage protest

Hundreds of thousands of Hindus closed their shops and business establishments in many towns in the north-western Indian state of Punjab yesterday to protest against the continued killings of members of their minority community by Sikh terrorists.

The protest follows the death of 300 Hindus since January when Sikh extremists demanding a separate homeland for their majority community in Punjab escalated their attacks on Hindus in the districts of Amritsar, Gurdaspur, Hoshiarpur and Ferozpur.

Frequent incidents of indiscriminate firing on Hindus by Sikh extremists have led to panic among the Hindus in these districts and many families have fled their homes and migrated in adjacent Hindu-majority states.

THE Philippines Government yesterday confirmed that it will not operate the country's new nuclear power plant in spite of an acute power shortage.

A special meeting of the cabinet called by President Corason Aquino agreed out to accept the plan, which was completed by Westinghouse of the US last year at a cost of more than \$2bn (£1.3bn).

The Government will try to seek a settlement with Westinghouse to recover part of its equity in the project or write off a portion of the loans that had been contracted to build the plant in 1976.

Foreign banks which provided more than \$1bn to finance construction are concerned about how the Aquino Government will treat their loans.

Mrs Aquino has publicly stated her Government would honour all existing obligations but some of her senior advisers are openly questioning the loans for the nuclear facility.

Officials have charged that Westinghouse paid bribes to the former government under deposed President Ferdinand Marcos to obtain the contract.

Westinghouse has denied the charge, contending that it made no payments to Mr Marcos either directly or indirectly. It claims the plant is safe and should be operated immediately to supply electricity to Manila.

Manila has been hit by daily power shortages lasting four hours because conventional oil fired plants which the nuclear plant was to replace have broken down.

President Aquino yesterday appointed a former detainee who was sentenced to death by a military court as a governor of the state-owned Development Bank of the Philippines, Reuter reports from Manila.

Mr Eduardo Olague, released from military prison when Mrs Aquino became president after last February's revolt which ousted Ferdinand Marcos, was condemned to death for his alleged involvement in a series of bombings in the Philippine capital six years ago.

The Philippines' second biggest bank was brought under government control yesterday as the Commission on Good Government seized 95 per cent of its stock and elected new directors. The shares in the United Coconut Planters Bank were seized on suspicion they were controlled by ousted leader Ferdinand Marcos or his associates, or had been bought improperly with public funds.

# Manila confirms rejection of nuclear power plant

BY SAMUEL SENOREN IN MANILA

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# Alain Cass explains why a Soviet diplomatic move has alarmed the US

## Moscow plants a red flag in the Pacific

SMALL BUT distinct alarm bells rang in London, Washington and Canberra yesterday as the long arm of Soviet influence reached into the South Pacific to plant a carefully-positioned red flag.

The establishment of diplomatic relations between Moscow and the tiny island state of Vanuatu, formerly the Franco-British condominium of the New Hebrides, represents a mini-coup for the Russians. It marks another intrusion into a region long regarded as the preserve of the US and its allies and endows superpower rivalry with a new and exotic location.

It is not clear whether Moscow will establish, as opposed to merely accredit, an envoy in Vila, Vanuatu's sleepy capital. If it does it will join the British and Australian missions and will become the first Soviet embassy in the region.

Father Walter Lini, Vanuatu's Prime Minister and a Roman Catholic priest, insisted yesterday that the move did not indicate a shift away from his country's non-aligned policy



Vanuatu has also asked the US to establish diplomatic ties. However, Vanuatu already has relations with Libya, Nicaragua, Cuba, North Korea and Vietnam. It is also a staunch supporter of such causes as the

independence movements in New Caledonia and Polynesia, reinforcing Vanuatu's image as the most radical tax-haven in the Pacific.

As if all this were not enough for Western strategic planners, the Russians are close to negotiating a fishing agreement with Vanuatu which includes a request for shore facilities. Moscow successfully concluded an agreement with Kiribati, formerly the Gilbert Islands, last year and is wooing half a dozen other potential partners in the area.

"The prospect of Russian trawlers bristling with electronic equipment loose in the South Pacific," said a Western diplomat, "depresses me beyond words."

The latest Russian gambit gives a new meaning to the phrase to fish in troubled waters. Decades of affection for pushing imperial Japan out of the region in World War II have been slowly eroded by conservatives in Washington call "benign neglect."

The idyllic but strategically vital backwaters of the South Pacific are seething with economic, social and political problems which the Soviet Union is poised to exploit.

The islanders are angry with the US for refusing to recognise their 200-mile economic zones, thus allowing American fishing boats to catch their tuna for nothing while the Soviet Union is offering to pay more than 20 per cent over the going rate for their agreements.

The independence movement in New Caledonia and the growing opposition to French nuclear testing in the area have added to the air of uncertainty.

Beyond that, the row between New Zealand and the US over port facilities for American nuclear vessels has effectively wrecked the three-cornered defence treaty with Australia, reinforcing the impression of an alliance in disarray.

This was reinforced yesterday when Mr George Palmer, New Zealand's Deputy Prime

Minister said that US security guarantees offered under the Anzus treaty involved "considerable exaggeration."

The US retains the dominant power in the Pacific. Palau in Micronesia, a US trust territory, recently voted to grant and air facilities for greater naval bases in the air and still provide American superior military rear with area, although the in which deposed President Ferdinand Marcos has placed a red-tinted mark over the future.

Other US military facilities from Japan to Australia, coupled with the navy's continued presence throughout the Pacific, ensure Washington's position for some time to come.

The Soviet Union, meanwhile, has no military facilities in the region and its navy has so far kept a low profile. The latest Russian moves, however, signal the end of a long period of unchallenged US superiority and the beginning of a new period of uncertainty.

# Australian dock workers strike

Thousands of Australian dock workers yesterday began an indefinite strike, the first major industrial conflict since a wages authority ruling last week giving only minimal pay increases this year, Reuter reports from Sydney.

Employer groups warned the action by the Waterside Workers' Federation (WWF) would undermine Prime Minister Bob Hawke's efforts to shore up the nation's sagging economy and open the way for "union blackmail."

The Arbitration Commission has awarded a 2.3 per cent increase for this year, only half of what the unions had expected.

An emergency hearing of the commission yesterday failed to avert the stoppage, which will affect Australia's 44 ports.

Mr Tass Bull, WWF Secretary, said the strike followed a breakdown in four months of negotiations on a two-year industry agreement.

Mr Llew Bowen, Australian Chamber of Shipping director, said the strike would delay about 60 vessels in ports around Australia at an estimated overall cost of about A\$900,000 (£413,000) a day.

The WWF's action adds oddity with Prime Minister Bob Hawke's recent call to the nation to work together to find

a way out of Australia's economic problems, Mr Bowen said.

The principal sticking points are a union claim for improved superannuation, a 3 per cent productivity based superannuation payment and redundancy arrangements, Mr Bull said.

He denied the strike contravened last week's Arbitration Commission decision rejecting the Australian Council of Trade Unions' 3 per cent superannuation claim.

He said the Commission abdicated its authority on the superannuation issue by leaving negotiations in the hands of employers and unions.

# Syria pledges help to free Lebanon hostages

BY LOUIS FARES IN DAMASCUS

SYRIA pledged yesterday to exert every effort to win the freedom of American hostages held in Lebanon.

The message was delivered by President Hafez al-Assad during a meeting with Mr Robert Dornan, a US Congressman, who had brought with him a petition signed by over 260 colleagues.

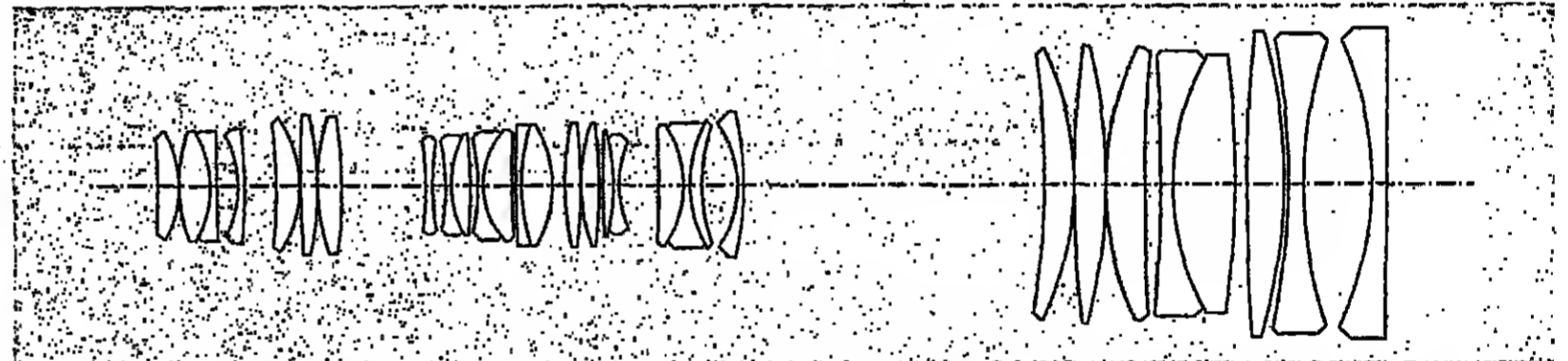
More than 20 foreign nationals are still being held in Lebanon, of whom at least four are Americans. A Syrian spokesman said yesterday that his government was concerned

with this issue on humanitarian grounds and not because of its impact of Syrian-US relations. "The US works with the Zionist lobby," he said.

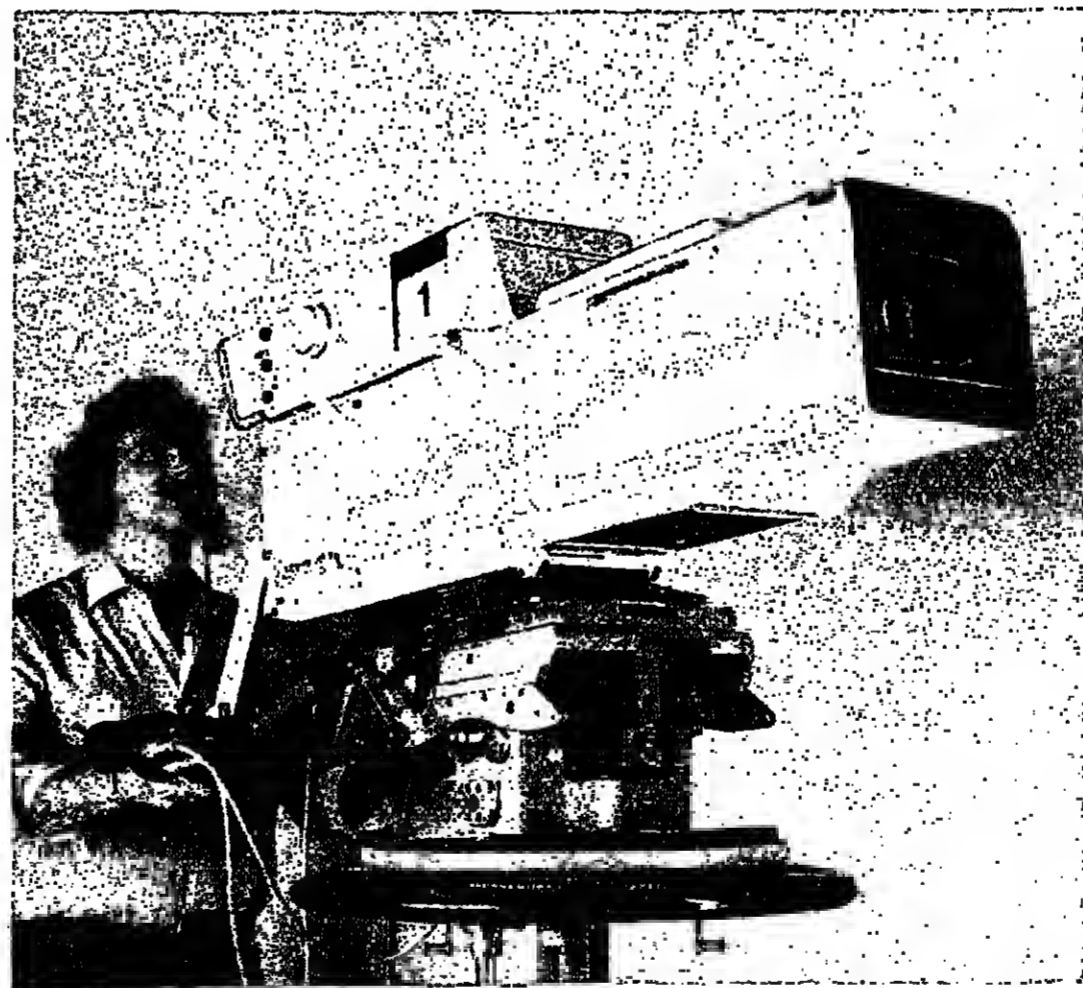
Mr Dornan had not expected to meet President Assad following his lengthy talks the previous day with Mr Farouk al-Sharqat, the Syrian Foreign Minister.

Syria retains considerable influence in Lebanon through its large troop presence but has run into increasing difficulties handling radical Islamic organisations.

# Who says television is just electronics?



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AMERICAN NEWS

US experts to monitor Soviet N-tests

By Stewart Flenk in Washington

The leaders of a team of US scientists going to the Soviet Union later this week to set up equipment to monitor Soviet nuclear tests...

Similar verification equipment will later be established near the Nevada test site in the United States.

The data obtained will be made public a move which will, for example, permit the United States Government to check back over its records and form a judgment about whether the Soviet Union has been observing agreements limiting the size of nuclear tests.

Mexico looks to IMF for appreciation of its efforts

THE MEXICAN team which is in Washington to renegotiate payment terms on the country's \$97bn (\$64.6bn) foreign debt...

More emotively, it is almost equal to last year's interest payments and three-quarters of total service payments on the foreign debt.

"We have cut back very sharply and we can prove it," says one senior, orthodox financial official.

... except on the one major outstanding item which is our debt service bill."

According to Mr Carlos Salinas, the Planning Minister, public spending as a portion of GDP has been reduced from 32 per cent in 1981 to 19 per cent this year, real public investment from 11 to 3 per cent of GDP.

There will have been no growth over the period as a whole by the end of this year and real wages have been depressed by about 45 per cent for that half of the 25m workforce with full-time jobs.

"This year's maize subsidy—for the tortillas which are the staple diet of the poor—will be around Pesos 115bn (\$200m), when it should have been four times that if Conasupo had kept up last year's subsidy level.

and insurance houses which—aided by legislative liberalisation—have become a dynamic alternative to the state banks and now channel a fifth of national savings.

The de la Madrid Government feels it has had little reward for restructuring its economy according to the wishes of its creditors, David Gardner writes

Agreement on Tariffs and Trade (GATT).

This more liberal trade policy is helping to diversify the economy away from oil, so that 30.8 per cent of exports are now manufactured goods.

Mexico except in sectors we see as strategic—oil and certain minerals for example—can get the deal it wants.

Some members of the de la Madrid Government go further, arguing that Mexico's creditors are spurious using issues like foreign investment and capital flight to undermine its ease for

debt relief and new money. "Capital flight under this Government has been virtually insignificant, despite the efforts of certain of our creditors who facilitate it," one official says.

Several officials have taken to using a comparison with Britain under Mrs Thatcher, calculating the total British capital outflow to be about 1 1/2 times the whole Mexican foreign debt.

The Mexicans want to ease a rather different light on foreign exchange cash flow. Mr Salinas, for example, last week pointed out that Mexican achievements have been won with 60 net foreign credit in the last 18 months and with total net external financing in the last 3 1/2 years equivalent to what Mexico was lent in the single, pre-debt crisis months of September 1981.

In the Government's view, Mexico has had little reward for its efforts. The World Bank's \$500m loan to support import liberalisation, one official stressed, has still to be released one year after Mexico introduced the basic reforms envisaged.

he says. "Is this what they call playing a relevant role?" The Mexicans are resentful and perplexed that in a space of less than 18 months they have been relegated from top of the Latin America debtors' class to dunces—and this precisely during the period when they have seen their oil income cut by nearly two-thirds, suffered earthquakes which will cost them about \$6bn and had no new external funds.

A good part of the wrangle with the IMF over the size of this year's budget deficit concerns the effect of this foreign exchange starvation. The Mexicans regard this year's likely deficit of 13 per cent of GDP as inevitable and want any agreed targets for reducing it moved to the end of next year.

In the Mexican view, this year's latest round of belt-tightening has reached the limit beyond which the country's capital stock and political stability is at risk. Officials argued that with net new external financing equivalent to 3.9 per cent of GDP or roughly \$5.5bn there is no intrinsic reason why the deficit increase caused by lack of foreign exchange should generate the sort of inflationary pressures the Fund claimed.

Mulroney brings new blood into cabinet

By Bernard Simon in Toronto

MR BRIAN MULRONEY, Canada's Prime Minister, has sought to inject new vigour into his Progressive Conservative government by announcing the most sweeping cabinet shuffle since he took office in September 1984.

The shuffle follows a difficult period for Mr Mulroney, including the resignation of his Industry Minister in the wake of conflict of interest allegations and signs of slipping public support, particularly in the predominantly French-speaking province of Quebec.

The importance of Mr Mulroney's recently-launched initiative for a free trade agreement with the US is reflected in the shift of the respected Energy Minister, Miss Pat Carney, to the International Trade portfolio.

The Prime Minister also indicated that the Government plans to pursue its recently-stalled privatisation plans more actively by naming Mrs Barbara McDougall, the Minister of State for Finance, as head of a Cabinet task force on privatisation.

Quebec is widely regarded as the key to the Tories fortunes in the next federal election to be held by 1989. The Conservatives have so far failed to set up an effective party organisation in the province to build on their 1984 gains.

Colombia ready for Pope's visit

BY SARITA KENDALL IN BOGOTA

POPE John Paul II arrives in Colombia tomorrow for a week long visit to a country strained by political violence and natural disasters.

The country's Bishops' conference has called on Colombians to ensure that not a drop of blood is spilled during the Pope's stay.

The Nevado del Ruiz volcano, which erupted last November destroying the town of Armero, is once again dangerously active.

the mud avalanche that followed the eruption.

Instead he may visit Lerida, a small town nearby now swollen with refugees who survived the disaster.

In 1983 Colombia played host to the Latin American Bishops' conference which produced the churches' first major statement on fighting social injustice and institutionalised violence.

Although its proponents have been in conflict with Rome, Pope John Paul II comes to

Colombia after making conciliatory statements about liberation theology, apparently prompted by thousands of letters from grass roots church communities throughout the continent.

Colombia's Roman Catholic hierarchy is more conservative and less divided than the church in other Latin American countries but at least six priests are fighting with guerrilla movements.

In recent weeks seminars and churches have been taken over briefly by guerrilla and protest groups; shots also riddled the front door of Cardinal Lopez Trujillo's residence.

Argentine airline pilots threaten strike action

BY TIM COONE IN BUENOS AIRES

ARGENTINA'S troubled international airline, Aerolineas Argentinas, faces a total shutdown today for the second time in two weeks.

The company, which has a foreign debt of \$800m (\$523m), agreed to negotiate salary scale adjustments with five other unions following a stoppage last month by maintenance workers, but appears to be standing firm against the pilots.

Mr Oscar Marshall, a spokesman for the pilots' association (Apla), said its members were seeking pay parity with another state airline, Austral, "a claim which was accepted as just by an independent arbitrator in May but which was overruled by the Labour Ministry."

747 pilot with 30 years' flying experience is about \$1,200 per month, some 30 per cent below that of an Austral pilot, and around a quarter of the salary many international airlines pay experienced pilots.

The company, which has a foreign debt of \$800m (\$523m), agreed to negotiate salary scale adjustments with five other unions following a stoppage last month by maintenance workers, but appears to be standing firm against the pilots.

Mr Marshall said the pilots had been promised "full support" by the 165,000-strong International Federation of Air Line Pilots' Associations.

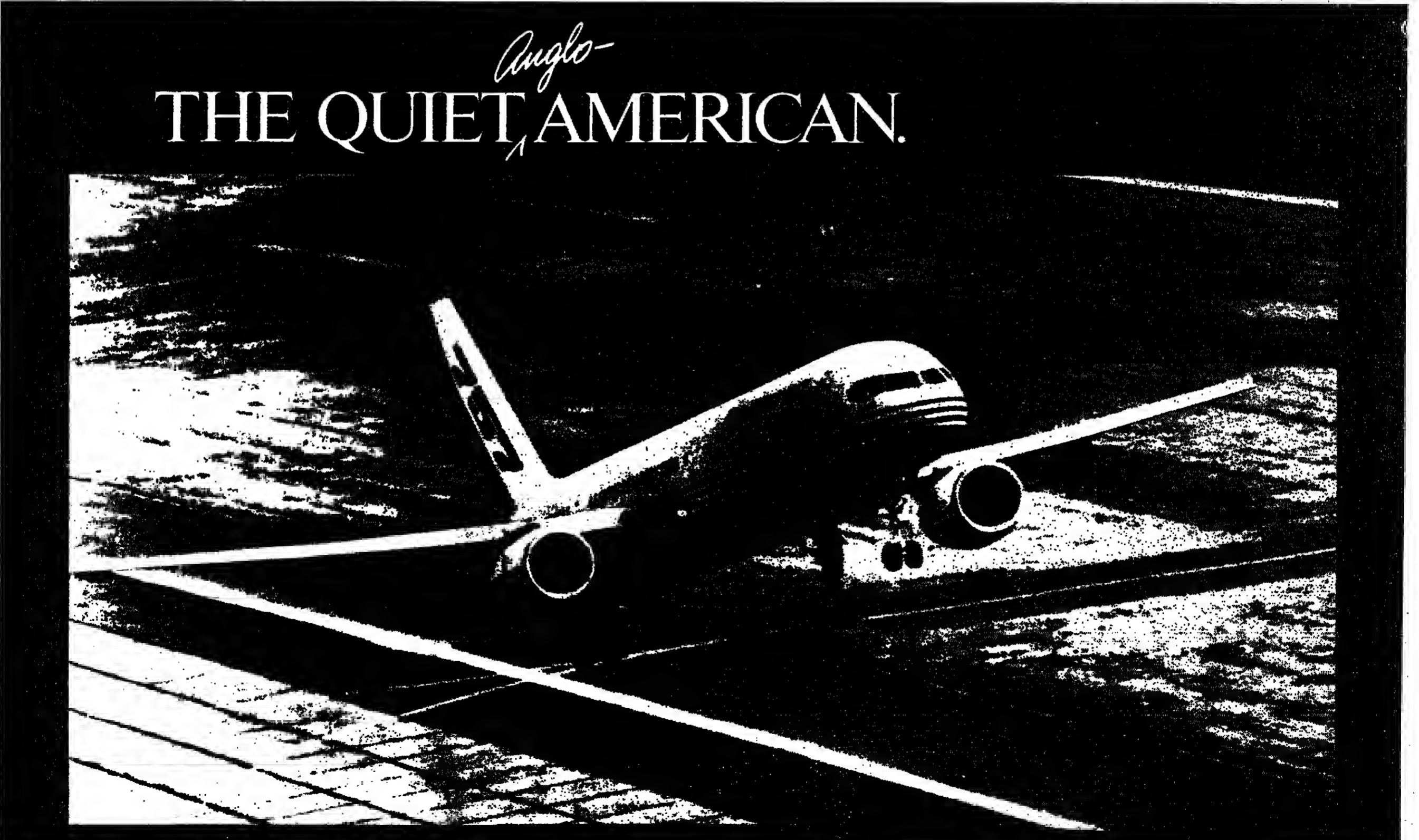
Central Bank devalues Austral by 1.14%

By Our Buenos Aires Correspondent

ARGENTINA'S Central Bank yesterday announced a 1.14 per cent devaluation of the country's currency the Austral, against the US dollar.

This is the seventh mini-devaluation since the Austral was introduced in June last year and, in effect, closes the gap between the official and parallel exchange rates in the local money markets.

By agreement with the IMF last month, the Government has committed itself to maintain positive real interest rates throughout 1986.



When our friends at Rolls-Royce dubbed the RB211-powered 757 "The Quiet American" they didn't give due credit to the aircraft's British heritage. One quarter of her is built in the United Kingdom.

An aircraft's engines alone are worth nearly as much as the wings they're mounted on. In addition, advanced composite structures built in Northern Ireland and avionics made in Great Britain are integrated into the 757.

Boeing and U.K. industry - a quiet partnership.

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The 250TD diesel estate is perhaps the perfect marriage of function and form.

Its elegant, flowing lines slip sweetly through the air with a drag coefficient of only 0.34. And the rear suspension is self-levelling. So, even carrying the bulkiest load, you'll drive with the right attitude.

In all the cars, we've cured the diesel's most unsocial habit: noise. All the engines are exceptionally quiet and are totally encapsulated to further ensure driver and passenger comfort.

Model	Engine size(cc)	Cylinders	Horsepower (DIN)	'Euromix' Fuel Consumption*	Top speed (mph)
190D	1997	4	72	42.2 mpg	100
190D 2.5	2497	5	90	39.8 mpg	108
250D	2497	5	90	39.8 mpg	109
300D	2996	6	109	38.7 mpg	118
250TD	2497	5	90	36.7 mpg	103

There's nothing crude in a Mercedes-Benz diesel. Attaining these levels of power and smoothness took years of research and development.

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All this experience has been distilled in the latest Mercedes-Benz diesels. Never has the diesel been so refined.



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100

Official Fuel Consumption Figures, all 5-speed manual Gear/100km: 190D: Urban 35.8 (7.9), 56 mph 53.3 (5.3), 75 mph 40.9 (6.5); 190D 2.5: Urban 32.8 (8.6), 56 mph 51.4 (6.5), 75 mph 39.8 (7.1); 250D: Urban 31.6 (8.9), 56 mph 52.1 (6.4), 75 mph 40.3 (7.0); 300D: Urban 29.9 (9.9), 56 mph 52.5 (6.4), 75 mph 40.6 (7.0); 250TD: Urban 23.7 (9.5), 56 mph 46.7 (5.8), 75 mph 36.2 (7.8). \*Euromix figure is sum of 1/3 Urban, 1/3 56 mph and 1/3 75 mph.



# WORLD TRADE NEWS

## Japan's trade surplus at record \$8.4bn

BY YOKO SHIBATA IN TOKYO

JAPAN'S TRADE surplus rose to a record \$8.3bn (£5.5bn) in May, the Ministry of Finance reported yesterday. Exports jumped by 24.2 per cent on the year earlier figure to \$17.64bn, the second largest figure after a record \$17.8bn in December 1985.

Imports, however, fell by 6 per cent on the year earlier figure to \$9.21bn. Imports in April were \$9.21bn. The continued rise in exports despite the year's sharp appreciation was the result of the "J-curve effect" in which the yen's rise against the dollar boosts

Japan's dollar-denominated exports and slows imports before the opposite occurs, a Bank of Japan official said.

Japanese officials said the large trade surplus in May was the result of shipments to the European community and to the US. Imports, in turn, have been declining because of falling oil prices.

Japan also recorded its second largest current account surplus of \$7.65bn in May, following a record of \$7.85bn surplus this April.

The balance on invisible trade swung into a deficit of

\$495m from a surplus of \$374bn in the previous month as a result of increases in the payment of interest on government bonds and overseas travel expenses.

The long-term capital account yielded a large deficit of \$9.97bn, although this was \$2.2bn smaller than Apr.'s \$12.2bn, reflecting falling Japanese investment in foreign bonds in May. Japan's overseas direct investment jumped to a record \$1.18bn because of the strong yen.

The basic balance of payments, or the current plus long-

term capital account balances, was in the red by \$2.32bn. The overall balance of payments also incurred a deficit of \$0.96bn.

Japan produced a current account surplus of \$4.17bn in trade with the US in fiscal year to March 1986, accounting for 85 per cent of Japan's trade surplus of \$49.17bn, the Ministry of Finance said yesterday.

Long-term capital outflows to the US totalled \$3.16bn, or more than half of the aggregate capital outflows of \$64.54bn. The long-term capital outflow to the US in the previous year

totalled \$14.81bn.

The expansion of the export quota of passenger cars under the voluntary export restriction to the US was attributed to the export upsurge to that country. Falling prices for commodities such as grains were blamed on reduced imports from the US.

In the previous fiscal year, Japan ran a current account surplus of \$51.07bn with the members of the Organisation for Economic Co-operation and Development (OECD), and a surplus of \$9.47bn with the Communist bloc.

## Egypt signs £94m UK military credits pact

By Tony Walker in Cairo

EGYPT has signed a \$94m agreement covering the supply of UK equipment and technical assistance to upgrade military production.

It is the first of two agreements totalling £150m to be signed under an export Credits Guarantee Department-backed line of credit. The other portion was scheduled to be initiated in London early this week.

According to the terms of the agreement, Egypt has until August 25 to nominate items it plans to purchase with the UK credit.

Negotiations are well advanced with a number of UK defence contractors for the supply of various components, including machine tools, and for assistance in establishing a tank manufacturing plant.

The \$94m agreement was signed on Sunday in Cairo by Mr Ahmed Elmalik, head of the National Bank of Egypt, the country's largest public sector bank. Lloyds Merchant Bank of the UK, lead manager of the £150m credit line, is the other signatory.

Repayment terms on the line are from five to eight years, including a grace period. The OECD consensus rate of interest, now standing at around 8.5 per cent, will apply.

The much-delayed agreement follows less than a week after a visit to the UK by Field-Marshal Abdel Halim Ghazala, Egypt's powerful Defence Minister, who had talks with Prime Minister Thatcher, British Prime Minister.

A number of UK companies are involved in the Egyptian defence industry, including Rolls-Royce, and the Royal Ordnance Factory.

## EEC hopes rise for farm war with US

BY QUENTIN FEELE IN BRUSSELS

HOPES were rising in Brussels yesterday that last-minute talks between US and EEC officials would succeed in delaying a declaration of hostilities today in their latest dispute over the loss of US grain markets in Spain.

Negotiations were continuing yesterday between Mr Willy de Clercq, the EEC Commissioner responsible for external trade, and Dr Clayton Yauter, US Special Trade Representative. Negotiations, after several days of high-level talks in Brussels last week.

Officials in Brussels refused to divulge any details of the progress, except to say that "last week's talks cleared the way for a solution."

"We are in a delicate phase of the negotiations," a European Commission spokesman said. "We will know more tomorrow."

The officials confirmed reports from Washington that the long-standing dispute between the two sides on EEC exports of semi-finished steel to the US looked set to be resolved with an offer of increased US imports

from the present 600,000 to 800,000 tonnes.

The 12 EEC member-states now have to decide how they will share out that quota between themselves.

There is no obvious linkage between that dispute and the row over US sales of maize and sorghum to Spain, however — except for the better atmosphere it might create. There has been no comparable proposal on a separate dispute over US citrus sales. Commission officials said.

Although the US Administration had set today — July 1 — as the deadline for resolution of the Spanish dispute, it actually has 10 days to announce the imposition of retaliatory tariffs, to comply with the rules of the General Agreement on Tariffs and Trade.

The US has threatened to impose tariffs on EEC exports such as cheese, sausages and spirits, while the Community has threatened to retaliate on the most sensitive US farm exports of wheat, rice and corn gluten feed if Washington does go ahead.

## The Japanese do business differently, Carla Rapoport reports Contacts count in Osaka airport project

A NEW battery has emerged in the seemingly endless trade war between the US and Japan. It is Kansai International Airport—a \$5bn (£4bn) airport project for Osaka, Japan's second largest urban centre.

Americans are claiming they have been locked out of the bidding for the project. Last week 10 US senators called on Dr Clayton Yauter, the US Trade Representative, to look into alleged discrimination against the US companies by the Kansai International Airport Authority. On closer inspection, however, the problem appears to stem from Japanese business habits rather than any malicious intent.

The first phase of the project is the creation of the man-made island on which the airport will be built. Domestic construction companies have been working on the surveys and plans for this island for more than 10 years. As a result, the landfill project has been almost completely designed by the author-

ity already, with the aid of domestic companies. Further, the authority has its own staff of more than 100 engineers experienced in reclamation work.

This kind of close co-operation between public and private concerns is common in Japan, causing foreigners to feel shut out as they often do not hear about projects until too late. But the second phase of the project will be open to all-comers, according to the Japanese.

Assuming the project gets under way as planned later this year, it will take about six years to build the island. In three years, then, the authority will start seeking tenders for the second phase, construction of the airport itself.

"We have never banned any company from this project. We are anxious to have talks with good companies from anywhere in the world; we have already enjoyed useful talks with English and French firms. This US

action is not due to commercial problems, but political ones. This is a political position aimed at opening the Japanese construction market," said Mr Kold Nagata, a Kansai International Airport Authority official.

Indeed, construction work in Japan is all but a closed shop to foreigners. It takes many years to build contacts in Japan and it is these contacts which result in orders. Kansai Airport engineers have been working with domestic companies for nearly 10 years on the project and in order to be involved in the next phase, foreigners need to establish good contacts with the Japanese.

"How do you lock someone out who isn't here?" asks Mr Anthony Cantor, Britain's commercial consul in Osaka. "Any foreign company has to approach this project like anything else—get established here, frequent visits, get your name known, update yourself on the

customer's needs. This isn't a project where you have a bash and then go. It's an opportunity to get in.

"The reaction we've had from the Kansai Airport Authority is how very welcome everyone is, if only they'd come." In fact, earlier this year the Kansai Airport Authority asked companies interested in bidding on the project to register their names and details. Only 30 foreign companies did so, with less than 10 from the UK. "I've got a catalogue an inch thick of British companies that could bid for this project," says Mr Cantor. He points out that airport construction and equipment companies should also consider that Japan is constantly upgrading its older airports and may build new airports in Kobe and Nagoya.

Mr Nagata admits that 44 per cent of the value of the project is tied up in the reclamation work, but says: "It's a little too late (for foreign companies) to participate in this island pro-



A foreign businessman close to the industry said: "The Americans haven't been drinking with these engineers for 10 years like the domestic firms. It's really a matter of putting your roots down in Japan and saying, 'I'm here, drink with me.'"

"It's not just this project, it's a continuing problem for foreigners to appreciate the unique way of doing business here," Mr Cantor said.

## Caribbean countries prepare for crisis meeting

BY CANUTE JAMES IN GEORGETOWN

"THE IDEA of a Caribbean economic community free market is likely to collapse this year, and we could go back to a series of bilateral trade arrangements," suggests Mr Pat Thompson, executive director of the Caribbean Association of Industry and Commerce.

Mr Thompson's pessimism over the future of Caribbean efforts at economic co-operation might not be shared by the Caribbean community's (Car-

com) heads of government, starting their annual meeting here, in Georgetown, Guyana, today.

But there is ready admission by the region's prime ministers and presidents and by business leaders such as Mr Thompson, that the 13-year-old community is facing a crisis.

The summit is faced with finding a formula for reviving trade between the 13 members of the community, which has a

cumulative market of five million people and is made up of the English-speaking countries of the region. The solution was reportedly found at the summit two years ago in the Bahamas. The members then committed themselves to implementing measures to reduce protectionism and open their markets to their colleagues, and to impose common tariffs on goods being imported from outside the community, but which

members could produce in sufficient volume and quality.

Despite successive changes in target dates, some members have not yet implemented the measures. Factory closures have been frequent, and according to Mr Roderick Rainford, the community's Secretary General, the value of trade between community members last year was about 10 per cent below the \$432.5m (£288m) recorded in 1984. Regional trade

has been sliding since the 1981 peak of \$577m.

The slide has brought into question the credibility of the community as an organisation capable of stimulating trade in an area where the jobless rate averages 22 per cent.

The conflict between serving the wider community aims of the free trade and the protectionist national economies promises that the summit is unlikely to be a very amicable affair.

## Boeing wins \$175m order from US Air

BOEING, the world's largest jet airliner builder, has won another order for its 737-300 jet aircraft, worth over \$175m (£116m) for seven aircraft from US Air, a US domestic operator.

This is the latest in a series of orders for 737s to 47 aircraft, also brings total 737 sales to date to 2,708 aircraft, bringing it close to the world's largest jet airliner, the Boeing 727, of which 1,831 were sold before it went out of production in the late 1970s.

## Italy's machine-tool exports rise 37.9%

BY ALAN FRIEDMAN IN MILAN

ITALY'S exports of machine tools increased by 37.9 per cent in 1985, to L1,351bn (£517m).

The buoyant export performance, which helped Italy maintain its position as the world's fifth biggest producer and exporter of machine tools, also made for a record trade surplus for the Italian industry.

Despite a 16.8 per cent rise in imports to L375bn last year, the Italian machine tool manufacturers achieved a L976bn trade surplus in the sector. The L976bn surplus represented a 48.1 per cent jump on 1984.

According to Uciemo, the Italian machine tools manufacturers' association, total 1985 sales were L2,108bn, up 13.4 per cent in inflation-adjusted terms.

The Italians remain concerned, however, that their domestic performance is not keeping up with their export success.

While orders from outside Italy were up by more than a third last year, home orders for Uciemo members actually fell by 7.9 per cent in 1985.

Mr Pierluigi Streperava, Uciemo president, appeared concerned yesterday that the domestic market was unable to grow without assistance in the form of government financial incentives which have now expired.

Looking ahead to the current year's performance, Uciemo forecasts a 10.3 per cent increase in total sales, to L2,350bn. The trade surplus for the sector is also expected to grow by about 10 per cent, to around L1,070bn.

Uciemo said yesterday that in 1985, world machine tool demand was up by 11.1 per cent on 1984 levels. Italian production rose by 12 per cent last year, which compares with a production increase of 18.2 per cent in Japan, the leading machine tool country.

# FT LAW REPORTS

## Attempt to stop sale of syndicates fails

RE FOSGATE & DENBY (AGENCIES) LTD  
Chancery Division: Mr Justice Hoffmann: June 20 1986

**SHAREHOLDERS** without voting rights have no legitimate expectation that they should be entitled to vote on a proposed sale of part of the company's business if the articles of association indicate that they have no such entitlement and if there is no reason in the circumstances of the particular case why such an expectation should be imposed on their rights as set out in the articles.

Mr Justice Hoffmann so held when dismissing a motion by Mr Ian Fosgate for an injunction to restrain the company, Fosgate & Denby (Agencies) Ltd, and its directors, from disposing of part of its business without the approval of a majority of the company's equity shareholders.

The motion arose in a petition presented by Mr Fosgate under section 459 of the Companies Act 1985 on the ground that the company's affairs were being conducted in a manner unfairly prejudicial to some of its members.

**HIS LORDSHIP** said that the company was acquired in 1977 by Mr Fosgate and Mr Mark Denby to carry on business as a Lloyd's underwriting agency. The issued share capital consisted of 100 voting shares and 25,000 equity shares. Equity shares carried no right to vote in general meeting except on a resolution to wind up the company.

Mr Fosgate held 25 of the voting shares. The other 75 were held by the five individual respondents who were also directors.

The Fosgate family was interested beneficially or as trustees in just over half the equity shares.

In September 1982, by direction of the committee of Lloyd's, Mr Fosgate was suspended from underwriting activities on behalf of the company. In July 1984 he resigned as director.

In October 1985 the company was advised by its brokers that they could not place the Errors and Omissions (E & O) policy which, according to Lloyd's regulations, it needed to carry on business after expiry of the existing policy on April 30, 1986.

The failure to obtain E & O cover precipitated a crisis. The company's business of managing three active and profitable syndicates, and its members' agency business, had a substantial and saleable goodwill.

If the company ceased business and its syndicates had to be run off that goodwill would disappear. Even uncertainty about the company's future was sufficient to erode its goodwill.

A fiscally advantageous scheme was produced to dispose of the syndicates through subsidiaries before the prospective cessation of business. On January 7, 1986 Mr Fosgate was dismissed as an employee. He commenced proceedings for wrongful dismissal and libel against the company. The effect was to wreck the scheme.

The board was left with just over nine weeks before the E & O policy expired. It was necessary to dispose quickly of the businesses as going concerns.

Since no scheme was possible the only alternative, though fiscally less attractive, was to sell them. The board received an offer for the members' agency business and sold it for £1,137,150. The present motion concerned the proposed sale of the three active syndicates.

There was not a wide market for syndicate management. In the absence of outside offers the board proposed a series of management buy-outs. Purchasing companies were formed which offered £450,734, £153,310 and £383,717 respectively for the three syndicates.

The offers gave rise to a conflict of interest. Of the 11 members of the board eight were interested in the prices at which the syndicates were sold; (2) the majority of the board had conflicts of interest which made it impossible for them to form an objective view of the merits of the transaction; and (3) the difficulty in fixing values for the syndicates meant there was a risk they were being sold at under value.

In the absence of breach of fiduciary duty, which was not alleged, the equity shareholders had no right under the articles to prevent the directors from exercising the company's power to sell its assets.

But the concept of unfair prejudice which formed the basis of the jurisdiction under section 459 enabled the court to take into account not only members' rights under the company's constitution, but also their legitimate expectations arising from agreements or understandings of the members inter se.

The question was whether Mr Fosgate could have had a legitimate expectation that in the circumstances the board would not dispose of the syndicates without the approval of equity shareholders.

The matters relied on by Mr Fosgate did not, singly or cumulatively, justify such an expect-

ation. Each was expressly or impliedly contemplated by the articles.

First, the articles made it clear that though equity shareholders were interested in a profits and assets of the company, the whole of the conduct of the company's business was entrusted to the board and equity shareholders were not to have a vote.

Second, the articles made it clear that conflicts of interest were not to inhibit directors from taking part in board decisions.

Third, all decisions concerning the business of the company involved the risk that other decisions might turn out to have been better. The existence of such a risk could not be a reason why it would be unfair not to seek the approval of equity shareholders.

The articles made it impossible to superimpose an obligation of fairness requiring such approval. Accordingly there was no arguable basis for saying it would be unfairly prejudicial to Mr Fosgate if the proposed transaction were implemented without the approval of equity shareholders.

If the court were wrong in holding that Mr Fosgate had not made out an arguable case, the next question was whether it was just and convenient to grant an injunction.

Mr Fosgate could not suffer prejudice from the proposed transaction unless it turned out that the syndicates could have been sold at a higher price. Proof of some undervaluation must be an essential element in his case.

On the respondents' side there was a good deal of evidence to show that continuing uncertainty about the future of the syndicates was damaging the goodwill, and unless they were sold quickly, that goodwill might disappear.

If an injunction were granted there was a risk of continuing uncertainty about the future of the syndicates was damaging the goodwill, and unless they were sold quickly, that goodwill might disappear.

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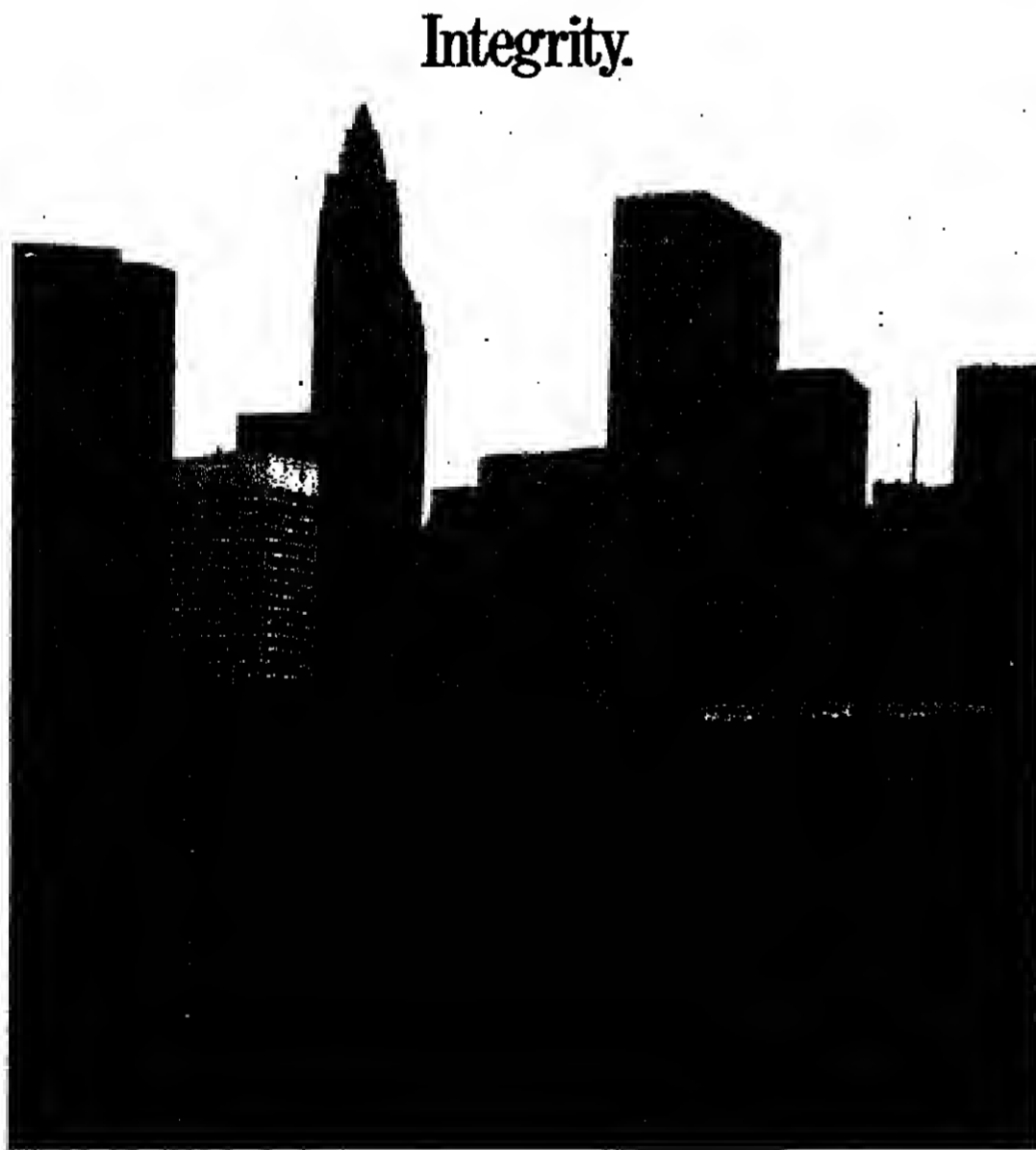
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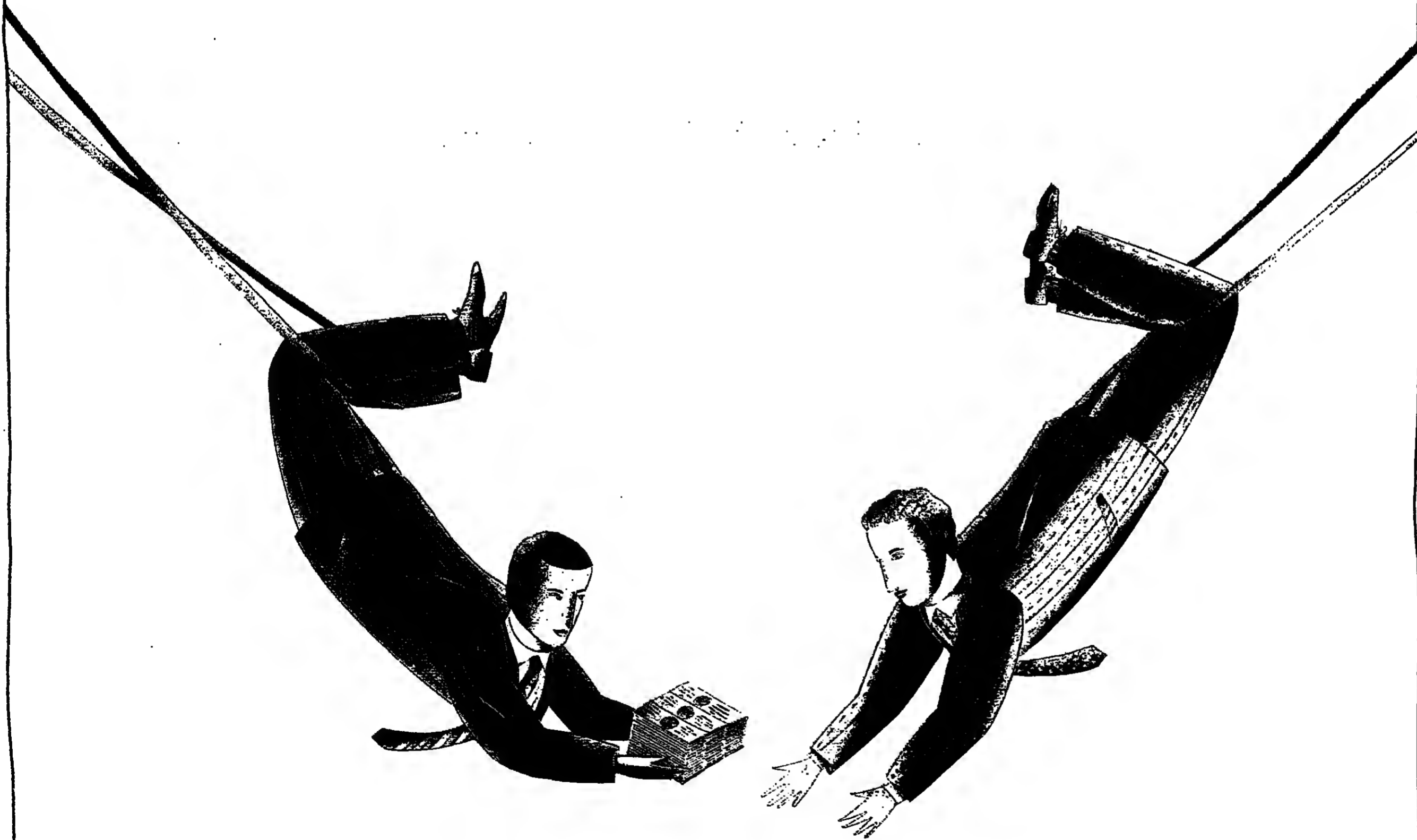
*They'll certainly help you use your time more effectively, by transferring funds immediately on either our terminal or PC based systems.*

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TECHNOLOGY

Information goes on line for British dairy farmers

BY DONNA ARMENIO

DAIRY FARMERS in England and Wales will be able to tap directly into the Milk Marketing Board's ICL computer by using a new service, MMB Dairyfax, which can be accessed through Farmlink, an information service of British Telecom's Prestel Viewdata System.

The service will allow farmers to improve their efficiency and produce better-quality products by relaying information rapidly and averting potential problems.

Dairyfax will allow farmers not only to obtain information but also to send messages, place orders and ask questions.

With the system the farmer can input his own records as well as access important market information in a cheaper, quicker and more systematic manner than was previously possible. At the press of a button he will be able to compare his own records, covering up to 12 months, against those of other farmers, both nationally and regionally.

Other information which can be accessed ranges from updated financial information to laboratory test results and matching cows to a suitable bull.

The cost for the Prestel networking system, including a subscription to Farmlink and equipment, is approximately £250, plus £3 per month to access MMB Dairyfax, which goes on line in July. There is also a local usage fee for the telephone call that connects into the system. Free access time is available weekdays from 6 pm to midnight, Saturdays after 1 pm and on Sundays.

The Prestel system contains a built-in memory so that information can be retrieved after the line is disconnected from the computer. A printer can also be hooked up to the system if a hard copy is desired.

The Milk Marketing Board hopes to have between 4,000-5,000 dairy farmers subscribing to MMB Dairyfax within the next five years.

David Doiwell, in Hong Kong, on the BSR system that can change, at will, electronic displays around the world

The instant answer to global advertising

THOSE YACHTING enthusiasts at the Americas Cup in Perth in September who are not totally carried away by the spectacle may notice that race details and other spectator information reappears on electronic display screens unlike anything seen before.

The new screens, developed over the past two years by Astec International, a subsidiary of Mr Bill Wylie's Hong Kong-based BSR electronics group, are intended to overcome shortcomings in the wide range of advertising hoardings and information display boards currently used worldwide.

They are versatile enough to display written, numerical or graphic information in any configuration across the screen, and can carry advertisements that can be changed at will, and from any location around the world.

The screen is driven by an industrialised personal computer, and the graphic generation is based on Apple's Macpaint software.

While the screen does not have the full versatility of an Apple Macintosh screen, the flexibility and "user-friendliness" of the Macpaint software makes it easy to program, and offers a wide range of uses and effects.

Displays can be changed from left to right, top to

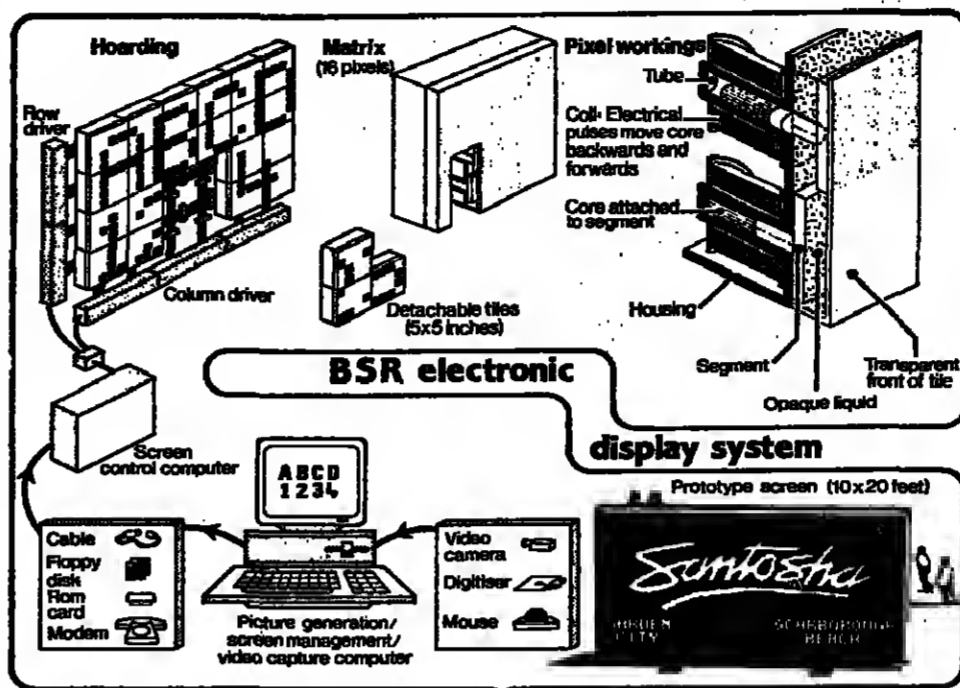
bottom, covering towards the centre, or on a "venetian blind" principle at different stages across the screen. They can also "disintegrate" and reassemble with the use of a series of electronic scans across the screen.

Unlike conventional information display systems, like the flap-over boards used in airports to provide flight information, the screens have no mechanical movements, and are not limited to a black or dark background.

They are also much more versatile with—for example—flight information being alternated with advertisements, and even call-up information for individual passengers.

Unlike display systems that use lights, they consume very little electricity. Information does not become unreadable under the glare of bright sunlight. Because they are phosphorescent, they operate equally effectively at night.

While out of operation, prototype screens measuring 10 ft by 20 ft look like blank tiled-walls. Each 5 in tile or module that makes up the screen is in fact a box containing a matrix of 16 pixels (picture elements: see diagram) that can be moved backwards or forwards by a simple electronic switch. In the prototypes, the 30 mm pixels are coloured red.



When the pixels are switched backwards, the surface of the tile appears white (in fact it is pale blue) because of an opaque liquid that fills it. When one or a combination of pixels are switched forward, the opaque

liquid is pushed aside, revealing a red surface.

With about 1,200 tiles making up a 20 ft hoarding, a screen is effectively a matrix of about 38,000 squares that can appear either blank or coloured to

make any high definition image that can be changed in five to seven seconds. Screen changes can occur for indefinite periods at about 30 second intervals. "Because the pixels are effectively operating in a liquid bear-

ing, there is no wear," says Mr Henry Riddoch, head of the research team that has brought the display screen from prototype to production. Because the pixels touch the rear surface of the tile when they are in their forward position, they remain clearly visible even in bright sunlight, he states—perhaps an important factor at the water's edge for the Americas Cup.

The system has cost BSR and an Australian joint venture partner called ERG—which specialises in the development of high technology projects—about US\$1m to develop. It is the brainchild of a Liverpoolian called Robert Kent, who is now a director of ERG. "He developed the idea using bottles of milk and plastic," says Mr Riddoch.

"In electronics terms, there is nothing being used that is not well proven," states Mr Riddoch. "What is unique is the way it is put together. The biggest thing here has been ensuring reliability."

The electronic switches that drive each pixel will be made at BSR's totally-automated coil winding factory in Singapore. Each 50 ft screen requires 36,000 switches, which compares with a daily production capacity at the Singapore factory of up to 50,000 switches.

The screens have been

The good news is FERRANTI Selling technology

designed to operate indefinitely outdoors, and in oil weather conditions. A damaged tile can be unscrewed and replaced in a matter of seconds.

Mr Riddoch is coy about the exact constituents of the opaque liquid that fills each tile. The main difficulties were in ensuring that it neither settled out, boiled off, nor froze, he says. It can operate in temperatures ranging from -20 degrees C to +66 degrees C and has been tested in a number of remote, outdoor locations around Australia.

A phosphorescent dye in the liquid in each tile makes the screen as effective at night as in the day. Just 500 watts of ultraviolet black light will light up the screen, making it much cheaper to operate than any existing light-bulb display screen that might be used, for example, at a night-time sports event.

First orders for the screen, launched this month, have come from Australia, doubtless on the back of Bill Wylie's home-town links with Perth. BSR no doubt hopes use of the display will not begin to end with the Americas Cup.

'Smart' card move by Japanese

TWO NEW contenders from Japan have entered the "smart" card market. Both comply with International Standards Organisation (ISO) standards. "Smart" cards are a French invention in which a plastic credit/debit card has semiconductor storage and intelligence embedded within its thickness.

Mitsubishi (0923 770000 in the UK) has launched its Melcard, in five varieties, three with in-built microprocessors and two with just random access and read-only memory. These "intelligent" cards offer a complete security function when there are personal details on the card. Any password or number keyed in by a user at a terminal has to be "agreed" by the card when interrogated by the terminal. The card micro controls what information is exchanged.

Dai Nippon Printing of Tokyo has brought out a similar card, with 2000 characters of storage and an eight bit microprocessor. The micro carries out arithmetic, to allow the card to be used as a bankbook. The company plans to start marketing to banks and securities companies from July.

WORTH WATCHING

Edited by Geoff Charlish

SENSITIVE HUMAN dummies are being produced at Fraser Nash Electronics, the Leatherhead, UK company.

The company has teamed up with Ogle Design to produce

dummies with electronic instrumentation that can be used in test situations to which real humans would take exception.

Normally of adult size (although children and even infants are available to order), the dummies have realistic skeletons with correctly articulated joints. Fitted out with coverings that accurately reproduce normal distribution of body mass. Internal organs can be reproduced within the rib cage.

Fraser-Nash can build in arrays of sensors to measure acceleration, loads and pressure, and has equipment that will collect, process and analyse the data—in test situations ranging from crashed cars to parachute descents. More see 0572 379717.



Tony Holden, managing director of Computervisio in the UK

UK base for CAM research

COMPUTER-AIDED manufacturing, CAM, an extension of computer aided design (CAD) that allows manufacturing numerical data to be derived from the CAD dimensional information and fed to machine tools, is to be researched by the UK subsidiary of Computervisio of the US.

The company has fared better in Europe than in the US, where it has faced intense competition from compatriots IBM and Intergraph. "There is rather more interest in CAM on this side of the Atlantic, which is one reason why the new Research and development facility is in the UK," says Tony Holden, Computervisio's UK managing director.

Dr Andy Hamlyn, who heads the UK CAM group says that in the UK "we have the right people to develop the product and customers who are taking major steps along the road to factory computer integration."

INFORMATION PUBLISHER Microinfo of Alton, Hampshire UK, and Digital Equipment Company (DEC) of the US are to mount a major sales drive into the growing market for information systems based on CD-ROM, the data equivalent of the Philips/Sony compact disc for music.

DEC has acquired the rights to produce CD-ROM versions of the US National Technical Information Service (NTIS). Microinfo, which has published NTIS documents on paper for 10 years, will now be able to offer CD-ROM versions as well.

The DEC disks, as well as

information, also carry search software for the DEC controlling computer or for a personal computer that uses the MS-DOS operating system.

CD-ROM disks provide about one hour of music, or in the data application, a massive 600m bytes (characters) of information, or about 200,000 typed A4 pages.

UK VENTURE capital companies Synchro Information Technology Fund, Pratec (part of Prudential Group) and Technet Investments

have put £450,000 into Caplin Cybernetics Corporation, established in 1984 in London's Docklands Enterprise Zone. The company develops and markets sensor-driven robot control systems. A further tranche of £500,000 is expected later this year.

Pratec has also announced that its next project, an investment in 1982 of £250,000 in the design of a mass spectrometer (used in materials analysis), has reached the stage of commercial manufacture at Herts Instruments of Hatfield, East Sussex, UK.

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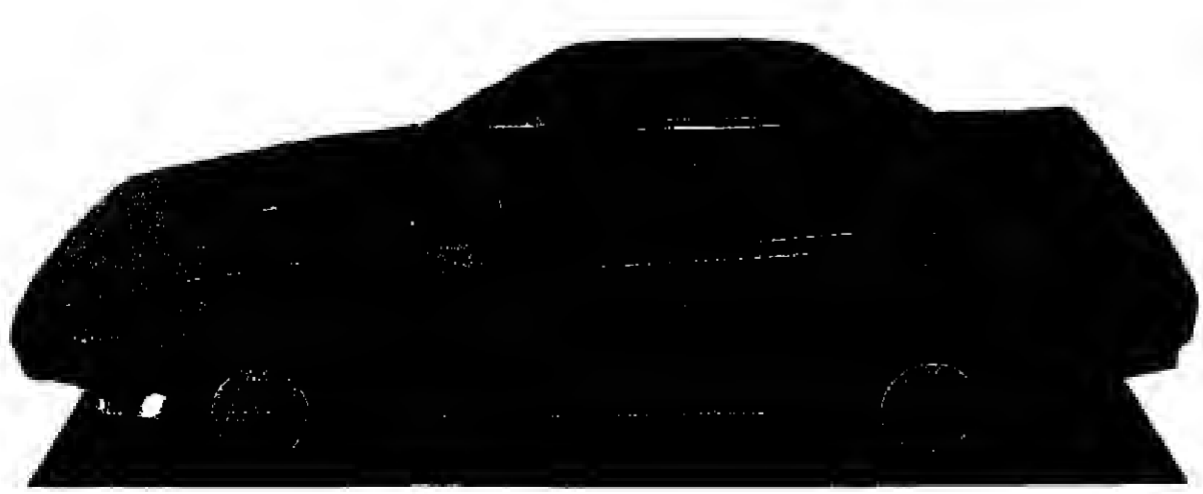
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FOUR-WHEEL DRIVE BY SUBARU



VOICE PROCESSING equipment sales in western Europe rose to \$600m by 1984 from \$25m in 1982, according to a market research report from Frost and Sullivan (European Market for Voice Processing, \$2,400).

Technologies involved include voice recognition, synthesis, compression, verification and understanding. Easily the largest application says F & S is voice messaging with revenues of \$20m projected for 1986, rising to \$223m by 1994. This is an enhancement of the answering machine in which the messages can be stored and forwarded to recipients via the PABX (private automatic branch exchange). The most advanced systems will recognize a caller's name in order to route the message.

Other important areas are voice input and output for computers, and voice activation of devices. In London, Frost and Sullivan is on 935 4433 and in New York on 233 1050.

FLIGHT RECORDERS in which the traditional magnetic tape is replaced by semi-conductor memory are expected to be submitted soon for official approval by the designers. Enertec of the UK, part of the US-based Schlumberger group.

They obviate problems of tape deterioration and recording head wear, and at 5 kg are less than half the weight of tape machines.

Using electrically erasable, programmable read-only memory chips, the recorders utilise a data compression technique to conserve storage space. They fully record flight data only when emergency conditions require it. At other times, the data is sampled, but this still gives sufficient detail of events leading up to an emergency.

Housed in a cast steel case, the units are also protected by water-impregnated material which releases steam to dissipate heat in an aircraft fire, preserving the contents.

Enertec is hopeful the units will be in service within two years, probably in civilian helicopters.

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# GOVERNMENT RETHINK ON COMMUNITY STATIONS NETWORK Radio plans shelved

BY RAYMOND SNODDY

THE GOVERNMENT came under attack yesterday for effectively shelving plans to run an experimental national network of community radio stations.

Many of the nearly 280 applicants for the 25 radio licences on offer expressed outrage and disappointment at the conclusion of 17 months of deliberations.

In January, Mr Leon Brittan, then the Home Secretary, announced that a new third tier of radio in Britain was "a constructive development which should be given impetus."

Yesterday, Mr Douglas Hurd, his successor, told the House of Commons in a written answer that the Government had decided to give up the idea of an immediate experiment in community radio because "the exact form was still causing difficulty."

Instead, the Government has decided to look again at the whole issue as part of a green paper (discussion document) on the future of sound broadcasting.

Recommendations on radio in the Peacock Report - an official report on the financing of broadcasting - due to be published on Thursday, are also likely to be considered as part of the green paper.

Mr Hurd's statement said the difficulties included the fact that there was no regulatory body which would be responsible for the experiment and the only method of control would have been the withdrawal of the licence.

In fact, the Home Office ministers were happy that the problems of running a community radio experiment for small local, community, ethnic minority and community-of-interest stations had been over-

come and recommended that the experiment should go ahead.

The Home Office has asked its advisory panel to stay on for the two-year experiment to help monitor the performance of the stations.

They were overruled last week by Cabinet colleagues apparently worried about "unregulated" stations broadcasting political propaganda in the run-up to the next election.

Mr Ray Bealy, national organiser of the Community Radio Association and a member of the advisory panel set up by the Government to help choose who would be awarded licences said yesterday: "The Government has chickened out of a decision that didn't require much courage."

There is now a danger of a rapid increase in the number of pirate radio stations resuming transmissions.

# Gas consumers given price rise guarantee

BY LUCY KELLAWAY

GAS consumers will be given a guarantee that standing charges will rise no faster than inflation after British Gas has been privatised in November.

This was one of several amendments contained in a revised draft licence governing the regulation of the corporation, published yesterday.

Under the first draft, drawn up last December, British Gas was required merely to use its best endeavours to prevent any increase in real terms of standing charges. However, the change is not likely to have much effect as the previous

clause fell little short of a binding legal requirement.

Commenting on the changes, Mr Alec Buchanan-Smith, Energy Minister, said: "The revised licence provides consumers with the assurance that British Gas will continue its traditional commitment to its customers after privatisation."

Three other changes, each a result of parliamentary debate, have also been made.

The elderly and the disabled, who were not singled out in the first draft, are to be assured of special concessions.

US example avoided. Page 10

# Building societies may raise rates

BUILDING societies hinted yesterday that they may have to consider raising the interest rates they pay to savers, following an estimated £200m fall last month in their net receipts writes Mick Banker.

Profiting from the Building Societies Association's suggestion that total net receipts from investors in June were between £250m and £300m, the lowest figure since March 1985.

The Halifax Building Society, the UK's biggest, said inflows of funds from savers traditionally fall in June because of early spending on holidays.

# Insurance rescue merger confirmed

By Eric Short

THE operational merger between the troubled mutual life company United Kingdom Provident Institution, and its rescuer, the mutual life company Friends' Provident Life Office, was officially confirmed yesterday by UK Provident policyholders following a stormy annual general meeting held in Salisbury, Wiltshire.

The merger had already been approved by policyholders of Friends' Provident at their annual general meeting. However, that approval could well be challenged by certain policyholders at an extraordinary general meeting.

Mutual life companies are owned by their with-profit policyholders. More than 500 policyholders attended the UK Provident meeting, seeking an explanation as to why the company had run into trouble and to elect a common board with Friends' Provident - a board on which only two of the 15 members came from the old UK Provident board.

This dominance of Friends' Provident directors was challenged by several policyholders, in particular by Mr Philip Bayliss, senior partner in the firm of chartered accountants Huggill & Co.

He accepted the need for an operational merger managed by executives of Friends' Provident. But he considered that as long as UK Provident remained technically separate, then the majority of its board should be responsible solely to UK Provident policyholders.

Several members at the meeting were highly critical of the old UK Provident board for allowing the company to get into trouble, mainly through poor investments.

# Next launches £300m agreed bid for Grattan

BY CHARLES BATCHELOR

NEXT, the revamped fashion retailer which used to be known as J. Hepworth & Son, is making an agreed takeover bid worth nearly £300m for Grattan, Britain's fourth largest mail order company, in an ambitious move to combine shop and home sales.

The two companies want to combine the design skills which Next has applied to the clothing and interior furnishing ranges sold in its 465 shops with the technical and data processing expertise which Grattan has built up in its mail order operations.

The proposed merger is the latest in a series of upheavals in the re-

tailoring world, which has seen Habitat Mathercare merge with British Home Stores, Burtons acquire Debenhams, and Dixons launch a takeover bid for Woolworth Holdings.

Mr George Davies, Next's chief executive, said: "We are strong in product development, shop design and customer contact. But not being able to make full use of the data we collect on our customers and our mailing lists has been the biggest constraint on even faster growth."

Next plans to launch its own mail order catalogues while Grattan will expand its clothing range using Next's ideas.

The merger would also create a sizeable retail finance group. Next's Club 24 subsidiary provides credit card services to Next customers and those of other retailers, while Grattan owns Westcot Data, which checks and records customers' creditworthiness.

Next accompanied the merger announcement with a forecast that its pre-tax profits would rise to about £27m in the year ending August 1988, compared with £26m in last time, when turnover was £146m.

Next is offering 21 of its own shares for every 10 of Grattan.

Lex, Page 14

# Print union merger talks 'put at risk'

INCREASING tensions between the print unions National Graphical Association (NGA) and Sogat 82 over the introduction of new technology in provincial newspapers could jeopardise amalgamation talks now in progress, Mr Tony Dubbins, the NGA's general secretary, said yesterday. Heleco Hague writes.

The two unions have moved closer together at national level during the five-month dispute with Mr Rupert Murdoch's News International. But the Trades Union Congress (TUC) has received five complaints from the NGA about Sogat's conduct in agreeing to direct input deals on provincial newspapers which cut across traditional NGA areas.

TUC officials have called the unions to a crisis meeting to discuss the demarcation issues.

BRITISH Midland Airways yesterday became the first UK airline to compete directly with British Airways on international flights from Heathrow, London, to Amsterdam. The service breaks a 67-year monopoly by BA and KLM. A day return costs £118, £40 less than BA or KLM.

THE LAST COAL to be mined in the Rhodod valley, South Wales, was brought to the surface yesterday. The valley once had the world's greatest concentration of coal mining with 40,000 miners at over 60 pits, producing nearly 10m tonnes of coal a year.

A TOTAL of 11,564 business failures in Britain were recorded in the first six months of this year, according to the latest survey by Dun & Bradstreet. The figure compares with 11,424 in the corresponding period of last year.

In the case of off-balance sheet financing, the survey says that "the sophistication and proliferation of schemes and devices to promote (this) are now of such significance as to pose a threat to the ability of the accountancy profession to ensure that financial statements conform to give all the information in a proper manner necessary for the reader to understand the economic realities of the reporting entity."

The survey also notes that companies are increasingly reluctant to provide information about profits on a geographical basis. Only 28 per cent of companies (44 per cent last year) provide such a geographical breakdown, often preferring to split the information according to product area.

Financial Reporting 1985/86 - a survey of UK published accounts. Chartered Accountants in England and Wales, 399 Silbury Boulevard, Milton Keynes, MK9 2HL.

# The Eureka joint projects list

THE FOLLOWING joint projects were announced last night after the meeting in London of 49 ministers from the 12 European countries involved in the Eureka programme of industrial collaboration in high technology.

After the individual projects have been described, the brief description of the field, the cost of the project is given in European Currency Units (1 ECU=£0.64), followed by the proposed timescale in years and the participating countries.

Wideband Telecommunications System Development. Development of a Wideband Interconnection Module to form the basis of a wideband ISDN capability. 100m, five years, France, UK, Germany, Italy, Spain, Denmark, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

Advanced Flexible automated factory for textile core including operation of materials and quality control of products. 100m, five years, France, UK, Germany, Italy, Spain, Denmark, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES2: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES3: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES4: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES5: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES6: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES7: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES8: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES9: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES10: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES11: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES12: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES13: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES14: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES15: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES16: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

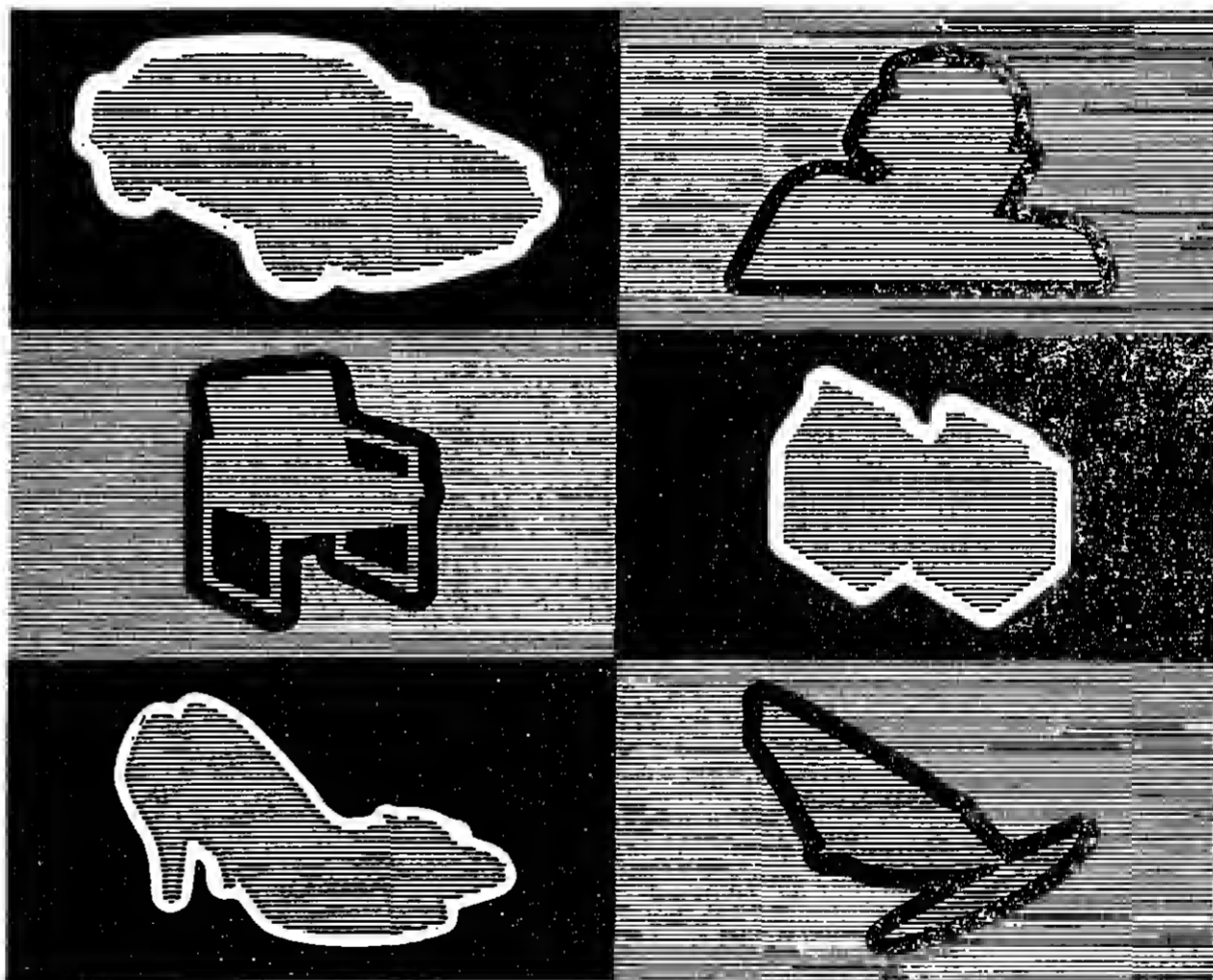
ES17: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES18: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES19: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

ES20: Automatic design and production of customised using direct printing of silicon 94m, five years, Joint venture including firms in Belgium, France, Netherlands, Sweden, Ireland, UK and interest expressed by Canada, 2000, Car structures using new materials. 50m, four years, France, Germany, Netherlands, UK and interest expressed by Italy and Spain.

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## Market share of 25% sought by Iveco Ford

By KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

IVECO Ford Truck, potentially the most powerful force in the UK heavy truck market, begins operations today with the objective of capturing a 25 per cent market share by 1988.

In the short term, however, there are signs that the uncertainties caused by the formation of the company have done some damage to Ford's performance.

By the end of May, Ford's sales of trucks over 3.5 tonnes gross weight had slumped by nearly one quarter from 4,183 in the first five months of 1985 to 3,185. Its market share dropped from 16.9 per cent to 13.3 per cent and it fell from first to third place in the heavy truck league, behind Leyland and Daimler-Benz, the Mercedes group.

Iveco, the Fiat-owned heavy vehicle producer which is Ford's partner in the new company, suffered a 5.5 per cent fall in UK registrations in the five months, from 910 to 860.

Some observers suggest the disappointing performances stemmed from hectic changes which have been taking place as Iveco Ford Truck (IFT) started to weld together two dealer networks in Britain. IFT insists that Ford will show a

substantial recovery for June because an incentive programme for its dealers came to a peak last month and boosted sales considerably.

The company is confident that it can reach its 25 per cent market-share target because it claims to have the strongest dealer network in the UK, with dealers who have the necessary financial strength and are ready to handle a succession of new vehicles about to emerge from Iveco's factories on the European continent, as well as additions to the Ford Cargo range of trucks.

Iveco, Western Europe's second-largest heavy trucks group, had 30 dealers in the UK and Ford 121 truck specialists.

The total has been whittled down to 115, with losses from both sides, all of whom will receive substantial compensation. Of the 115 dealers who now form a unified IFT network, 50 have been classified as specialist heavy truck dealers and will sell the full range of Iveco and Ford trucks, including those from 28 tonnes upwards which the others will not handle.

## Daimler-Benz launches T2 heavy van range

By OUR MOTOR INDUSTRY CORRESPONDENT

DAIMLER-BENZ, the Mercedes group of West Germany, expects to build its share of the declining UK market for heavy vans from 25 per cent to 30 per cent by 1990 with the help of a new range, the T2 vans, launched in Britain today.

The group's UK subsidiary also hopes to benefit from the demand for mid-buses which might be caused by deregulation of bus services in Britain. The UK model line-up of the new T2 includes versions ready for conversion to mid-bus or coach specification, accommodating 21 to 25 passengers.

The T2 vans compete with Fiat's Iveco Z range, the Dodge 50 vehicles - made in the UK by Renault Truck Industries - and the top end of the Volkswagen LT van range.

Both BL and Ford in the UK bowed out of the heavy van business some years ago.

The T2 models, which cost at least DM 100m (£30m) to develop, were introduced in European continental markets in April to replace the group's Düsseldorf vans. They cover a weight range between 4.8 and 7.5 tonnes gross.

The range for the UK includes versions downrated to 3.5 tonnes, the weight level above which an operator's licence is needed in Britain.

In the UK, the 3.5 to 7.5 tonnes van sector has declined from a peak of 11,000 sold in 1979 to only 5,700 last year as users switched to lighter vans, such as Mercedes' own Bremen vans.

## UK NEWS

Max Wilkinson examines the privatisation of British Gas

## US competition example avoided

HISTORIANS of the Thatcher Government may find it odd that its privatisation programme laid so much more emphasis on changing ownership than improving competition - especially in the case of British Gas.

Although the sale of the whole of British Gas in November will be easily the Government's most ambitious flotation, it will make remarkably little difference to the corporation's monopoly position or to the structure of the gas market.

The decision to privatise the corporation as one huge integrated concern is thrown into particularly sharp relief by the revolution which is now under way in the US gas industry.

The private enterprise gas utilities in the US provided an important example which persuaded the Government that gas could be safely put in private hands in the UK.

In Britain the same company will sell gas to almost all consumers; it will operate the whole of the pipeline network, it will control some gas production, and it will remain effectively the only buyer for most gas produced from the UK Continental Shelf.

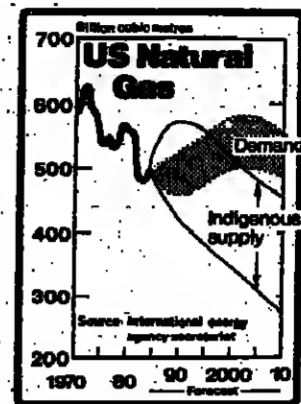
In the US, on the other hand, the 1,500 gas utilities, 700 of them in private ownership and the rest municipally owned, are being given more and more opportunity to shop around from their gas from competing suppliers.

A vigorous spot market has become established in gas, accounting for up to a third of the supplies bought by pipeline companies. This market has responded to the pressures of lower oil prices and a surplus of potential gas supplies by driving down gas prices to the benefit of the consumer. Spot gas prices in the US have been as low as \$1.50 to \$1.75 per thousand cubic feet (Mcf), some 30 to 40 per cent below the average price received by producers in 1984.

However, the transition from a highly regulated system characterised by long-term contracts to a more market-based industry is not without pain and difficulty.

Thousands of pages of new regulations have been necessary to try to ease the straitjacket of older rules; controversies have raged over almost every clause, and many battles are still being fought.

At the centre of this turmoil is the Administration's decision to deregulate prices charged at the well-head by gas producers for all gas discovered after 1977, and more recent efforts to encourage pipeline



companies to open up their systems to third parties.

The pipeline companies traditionally operated as wholesalers, buying gas often and long-term "take or pay" contracts from oil companies and other producers, then selling it to utilities and industrial consumers, often also on a "take or pay" basis and all at regulated prices.

However, from January 1985 price control at the well-head was phased out for 60 per cent of gas. Then in October the Federal Energy Regulatory Commission issued the now famous Order 436 which established the rules under which the pipeline network could be opened up to third parties.

It also allowed utilities to phase out their contracts with pipeline companies to make deals direct with producers and then pay a fee for the transport of the gas.

But Rule 436 failed to solve a serious difficulty: prices for the pre-1977 gas still subject to regulation were often far out of line with market-rates. Some early vintages remained hopelessly cheap from the producers' point of view, while some more recent vintages had a regulated price tag so high that the gas could not be sold.

Pipeline companies locked in to long-term contracts were in some cases able to average out the expensive and the cheap gas.

However with 15 per cent overcapacity in the industry and plenty of cheap spot gas on the market, the temptation to unscramble these higher priced contracts proved irresistible. Several spectacular law suits have resulted, but in many cases deals have been struck in which producers have traded their rights under existing contracts in exchange for a new deal which will mop up their surplus capacity.

The labyrinthine complications of the paperwork surrounding these changes was one of main factors which persuaded the British Government to opt for a monolithic industrial structure and a regulatory framework in which simplicity has been preferred to efforts to promote competition.

## Scargill renews pit closures strike call

By PHILIP BASSETT, LABOUR EDITOR

MR ARTHUR Scargill, president of the National Union of Mineworkers, yesterday issued to miners an uncompromising battle cry, explicitly rejecting any moves towards moderation in the wake of the 1984-85 coal strike and calling for renewed industrial action against both pit closures and the Government.

Though it was sharply criticised by some NUM leaders - one accused him of "living in the past" - Mr Scargill's keynote speech at the opening of the NUM's annual conference at Tenby, in South Wales, was a wholly absolutist restatement of the principles on which the strike was fought, drawing in nothing from post-strike experience other than a reinforcement that the strike and the action of the NUM's leadership was both correct and "sooner

rather than later" would have to be repeated.

His defiantly class-based, unbowedly militant call will be seized upon by some other union leaders on the left as a rally cry, though others will be chastened by the fact that Mr Scargill is still promulgating the same themes, analyses and solutions even though they believe his union has virtually collapsed and neither it nor their own are in any shape to respond to such calls.

As an indication of this, his speech was not applauded by NUM delegates from the left-led, but pragmatic, Scottish and south Wales coalfields, and from union's white-collar sections.

After the speech NUM area leaders were sceptical, though some

were drawing comfort from Mr Scargill's specific point that "above all, we should trust our membership," as an indication of some change.

But Mr Eric Clarke, Scottish secretary, said that the demand for industrial action was not there. Mr Trevor Bell, from Coes, said that no amount of rhetoric would disguise the fact that the union had lost the strike, and that the members would not take action. Even Mr Jack Taylor, Yorkshire area president, said he was not convinced that the union could get its members to take action.

In his address, Mr Scargill was unequivocal: "We can either surrender or fight back. There is no middle ground." Accommodation or placation was surrender; the only ef-

fective action was to mobilise and fight.

He warned that unless the NUM was prepared to take "positive action", then over the next few years, up to 43 further pits would close or merge, with 60,000 further jobs lost, on top of the 43,000 lost since the beginning of the strike.

He said: "Sooner rather than later, the British miners will have to take organised and united action to halt the continuing disintegration of the coal industry, and the further decimation of jobs."

A regeneration of the principles "magnificently" embodied in the strike was the only way to defeat the attacks of the Government. "The only way we can win justice for our members and stop the onslaught on our industry is to take industrial action," he said.

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THE ARTS

Tosca, Maggio musicale fiorentino/William Weaver

The Vatican will not have to worry about this

The 49th Florence festival, under the special artistic direction of Zubin Mehta, has been running for over a month and, till now, has not had a good press. And for the past couple of weeks the local papers have been full of debate about the heralded production of Puccini's Tosca, under the direction of Jonathan Miller.

Miller announced his intention to shift the action of the story from the Papal Rome of Napoleonic times to the Fascist, Nazi-occupied capital of 1943—the Rome of Robert Rossellini's great film Open City. Italian politicians dearly love a debate, a polemic, and so, when Dr. Miller had barely begun rehearsing, a local official issued fiery statements to the effect that, among other devils, Miller's staging was offensive to the Catholic Church.

Well, Tosca opened—to an alert, capacity audience—and the Vatican will not have to worry. If anything, Miller's version is less damaging to religious sensibilities than the traditional staging, which usually brings on at least one cardinal for the grand Te Deum procession at the end of Act One. The unit set by Stefanos Lazaridis establishes the scene. Three dull-grey Palladian walls, windows sealed against the blackout, a chapel boarded up,



Silvano Carroli and Eva Morton in Act Two of "Tosca"

In a press conference held a few hours before curtain-time the Teatro Comunale's recently named general manager, Giorgio Vidusso, announced attractive plans for the coming autumn and winter season. New productions (include *Giocando*, long

it seemed, to Zubin Mehta. Undoubtedly Mehta had the somewhat scrappy Florence orchestra playing smoothly, gracefully. At times all too smoothly. One missed the frequent swells and surges of Puccini's score; even some of the big, familiar climaxes lacked incisiveness. This understated reading might have worked with different singers but the cast at the Comunale consisted of three generous but unsuitable performers. The best was Silvano Carroli, a Scarpia in the big, hushing Gelfa mould (light-years from the insidious Baron of Tito Gobbi). Dr. Miller made him crawl and grovel, but still he towered over the others, shambler over Eva Morton, a much-larger-than-life Floria. Marton sang coarsely; she abused chest tones and parroted, and in the end failed to convince. It was often enjoyable to watch her, but it was never moving. In his first go aria and in the cry of "Vittoria" in Act Two, Giuseppe Giacomini seemed in vocal difficulty. In the third act, he was more affecting. But the best performance of the evening came from the veteran Italo Tajo, whose scathing, cruel, craven Sacristan came from another age (and another Tosca).

absent from the Florence stage. Vidusso is not only an administrator of proven ability; he is also a trained musician. Perhaps we can hope that a turning-point in the Comunale's fortunes is in the offing. If only the local politicians will let him go ahead with his job. Meanwhile, London audiences will be able to judge the Miller Tosca for themselves. It is in fact a co-production with the ENO, and thus will turn up in January in St Martin's Lane in London.

Thomas Allen/Covent Garden

Sunday's "Celebrity Recital" was Mr Allen's first solo concert at the Royal Opera House (he has previously shared here a Wolf Italian Songbook with Ileana Cotrubas). It left proof that certain aspects of his recital singing are forging ahead confidently. In the past, during other London recitals by the baritone, I have found myself continually regretting the low-keyed, earnest, even apparently inhibited approach to the high art. The complaint that one made was the reverse of the one usually uttered of famous operatic singing-actors who take to the recital platform: one was left wanting a turning-up of the intensity button, a more assertive command of the song's details and subordinate parts. On Sunday, much of the Schumann *Dichterliebe* performance that the baritone gave with Geoffrey Parsons satisfied such wants far more thoroughly than one dared to hope it would. Not immediately, "Im wunderschönen Monat Mai" moved too slowly, and the articulation of the following few songs, though warmly sympathetic, lacked something in glancing swiftness of imaginative detail. The success of the Rhapsody, Mr Allen began to com-

Wham/Wembley Stadium

At Wembley Stadium on Saturday night, in front of 80,000 people (well, mainly pubescent girls), an unshaven 22-year-old millionaire, George Michael, finally managed to shake off "Mr Ridgeley," an old school chum who, for four years, had attached himself to Michael, and as well as being more handsome had the confidence to appear in public holding a bass guitar. It was the end of Wham, the most successful British band in years, but hardly the end of Michael or of Andrew Ridgeley who may well prosper now he has escaped the constant bear hugs and the condescension of the bigger talent. For there is no grudging Michael's talent—as a songwriter and as a fanalst.

LIFT 1987

Another London International Festival of Theatre is planned for 1987—and it should be the biggest ever. The founders, Rose de Wend Fenton and Lucy Neal are making a drive to attract commercial sponsors; they hope these will contribute £100,000 to match a similar sum from the Arts Council. The Richmond Scheme and the Visual Arts Unit will also subsidise what is the UK's only opportunity to see numerous theatrical performances from companies based outside the UK and, in particular, from Third World countries. The major attraction next year will be six weeks' worth of performances by Peter Brook's company in *The Mahabharata*. Another £100,000 in sponsorship is required to ensure the appearance of this Indian epic, which is performed either in a 10-hour version or in three parts. LIFT is hoping to stage it in a redundant tobacco warehouse in the London Docklands district, and the RSC will sponsor the occasion. It will be played in English and, later, it will tour the world. The three-week Festival will cost £200,000 in stage, plus the extra costs incurred with *The Mahabharata*. To help ensure that it will go ahead, Geoffrey Howard-Spink, who runs a successful advertising agency, has become a director of the Festival with the task of raising sponsorship. Lord Gworie has agreed to be chairman. He hopes that his company, Sorbey's, will be one of the supporters. IBM is also expected to help the venture.

Saleroom/Antony Thorncroft

Dr Francis Springell escaped to England from his native Prague in 1938, settled in the Lake District, and founded a local factory which supplied the allied armies with tins of food. He also collected Old Master drawings, 103 of these were sold at Sotheby's yesterday for £1,855,744. The top price was £341,000 paid by the London dealer Y. and B. Buxton for a Rembrandt pen and ink drawing of an artist at work in his studio. It is dated to the late 1620's. But perhaps even more remarkable was the £220,000 which secured for Baskett & Day, another London dealer, a Gainsborough study of a lady wearing a straw milkmaid's bonnet. Drawn between 1765-70 in Bath, it is regarded as one of the artist's finest efforts. The price was a record for a Gainsborough drawing. Christ being nailed to the cross," by Durer, sold for £165,000, while a self-portrait by Hans Schaufelein, dated to around 1510, proved somewhat disappointing at £132,000. In contrast, studies of a girl's head and of a kitten by Watteau doubled their estimate. They went for £128,500 to the London dealer Ward Jackson. Tunick of New York bought two sketches by Van Dyck for £80,200, while Marion Morris of London was the successful buyer of the second earliest news of Windsor Castle, made in 1568 by Joris Hoefnagel.

Artist of the Day/Angela Flowers Gallery

It is not uncommon for galleries to have good ideas; but it is less usual for them to bear repetition. Every July for four years the Angela Flowers Gallery (at 11 Tottenham Mews, off Tottenham Street, W1) has asked ten artists to nominate another who deserves a London showing. Artist of the Day is no exercise in cobbling together a miscellaneous exhibition; each nominee has the gallery at his or her full disposal for a day, to fill as he or she pleases. As the doors close in the evening, today's work comes down and tomorrow's goes up, which entails an immense amount of work for the artist and ten times as much for the gallery. As far as I know, no artist has failed to turn up, get the work in and open on time. The fun is the constant surprise at what is shown, as quiet undemonstrative excellence succeeds the outrageous, the extravagant and the high spirited. The point is to go along as often as possible, quite as much to savour the incongruities that the sequence throws up as far any particular treats. The artist of the day is in attendance, with his sponsor, friends and supporters coming and going, and there might even be something to drink on a hot summer's day.

Isserlis & Devoyon/Wigmore Hall

The Wigmore "Sunday morning coffee concert" are a regular boon and splendid value: an hour's worth of serious music (without interval) before lunch, and then free chatter to encourage relaxed chat. Shephes Isserlis and Pascal Devoyon offered a modest programme—all Fauré, with the 2nd Cello Sonata and the stately Theme & Variations for piano as their main dishes, and salamis as savouries and sweets. Nobody could serve those small occasional numbers more unpretentiously and sweetly than Isserlis, whose warm tone (he sticks to gut strings) answers perfectly to his singing style, not enflamed but full of conviction. Devoyon's 2nd Cello Sonata very much his own; it is broader stuff—though nothing like so grand and uncompromising as the First—and it gained substantially by Devoyon's firm muscular piano-playing. Perhaps the chuckling lift of the Finale was a little subdued, without the full sense of sunlight breaking through after the grave Adante. The op. 73 Theme & Variations is a richly sober work, not at all showy and therefore rather neglected. (Fauré composed it as a test-piece for Conservatoire students.) Devoyon expounded it with thorough understanding and an unerring ear for Fauré's side-stepping harmony. As with the Cello Sonata, all that was missed was an access of light at the end: the last variation is a glowing benediction, and Devoyon's purposeful Angers made it unduly stern. About his command of the musical idiom, however, there could be no argument at all.

Henze & Knussen/Almeida

Friday's programme at the Almeida had already been shortened by two works, but the six premieres of one kind or another that remained still made for an over-extended and only intermittently rewarding evening. The concert was the second to be given by the Almeida Festival Players under the artistic sponsorship of Hans Werner Henze and Oliver Knussen. Knussen himself was represented by The Saxon Shore, two atmospheric movements compiled from his incidental music to David Rudkin's play of the same name, a tailoring job carried out with characteristic fastidiousness. Henze's premiere was the first British performance of *Cherubino*, three miniatures for piano for which his publisher's most recent work lists offers no date, but which present the composer's recent style in persuasive keyboard terms. Of the remaining quartet of works, easily the most striking and accomplished was Peter Liebermann's *Fest Day*, whose instrumentation suggests a companion piece to Elliott Carter's Sonata for flute, oboe, cello and harpichord, and whose chaste, slightly wry lyricism evokes something of the same American neo-Classical spirit. Geoffrey King's Sonata for two pianos was linguistically conservative but generated music of carefully controlled sweep and sonority. Over Marcel Wengler's trio for violin, clarinet and piano, it is best to leave a discreet veil of silence, but the Symphony for harp, keyboards, and percussion by David Paul Graham overcame the handicap of its programme note to suggest a composer with some striking structural and expressive ideas at his command, even if they were not consistently realised in this score.

Arts Guide

- Opera and Ballet
LONDON
Royal Opera House, Covent Garden: A long-awaited new production of Fidelio marks Colin Davis's final appearance as Royal Opera chief conductor. The production is Andrew Davis's; the cast is led by Elizabeth Cunniff, James King, Hartmut Welker, and Gwynne Howell. (20.15.86)
English National Opera, Coliseum: Last two performances of the season - Donizetti's *Mary Stuart* with Faith Elliott in the title role, and the company's beautiful modern reworking of Dvorak's *Rusalka*. (20.15.86)
Royal Opera House, Covent Garden: The Royal Ballet has a varied programme. (20.15.86)
Coliseum: Donizetti's *Mary Stuart* season opens on Tuesday until July 12. (20.15.86)
PARIS
Die Zauberköln in Marcel Shwals' production tries to show the shaft of optimism shining through the complexity and contradictions of Mozart's work which combines philosophical depth with the Burlesque at the Opéra Comique (432 8806 11).
Salommo alternates with Don Quixote in Radloff Nureyev's choreography and production adding a playful element of Commedia dell'Arte and a lovers' intrigue to the original opera created by Petipa in 1869 to music by Minkus. Paris Opera (42655262).
Mozart Festival - Don Giovanni is co-produced by the Orchestre de Paris.

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Tuesday July 1 1986

# Swings in the oil market

THE BREAK-UP of the Organisation of Petroleum Exporting Countries' meeting without effective agreement yesterday pushed spot oil prices back towards the level which brought cries of pain from the US administration in April.

This was the level of about \$10 per barrel, which the markets appear to have regarded as an effective floor since the collapse of oil prices in the early spring.

After a brief swing back to \$15 per barrel last month largely as a result of stock movements, the spot oil price seems to be settling back to a level only a third of what it was last autumn.

Although some oil companies are hoping that preparations for the northern winter will help to push prices back up to the mid-tens, they may be whistling to the right as spirits if Opec remains in disarray. The lower the price of oil, the greater the incentive for each producer to sell every last drop in an effort to maintain its revenues.

The magnitude of the fall from \$30 to \$10 took almost everyone by surprise. It remains possible that they could be surprised again by a further fall, since the running costs of most oil wells are below \$5 per barrel.

**Strong rebound**

Nevertheless several stabilising forces have emerged while the oil price has been bumping between \$10 and \$15. Demand for refined oil products, particularly petrol, appears to have risen rather faster than expected, while some producers have begun to show increased reluctance to sell at lower prices.

At the political level, the US Administration has shown great anxiety about the prospect of a \$10 oil world. This is only partly because of the dire consequences for the US independent oil sector and the banks that have lent to it. The US is deeply worried about the possibility of a renewed world debt crisis, and particularly about Mexico's difficulties. It also fears that a lower oil price would lead to a deeper crisis in the Soviet Union and so hasten the time when the US will depend on imports.

These political anxieties have also been felt in the oil importing industrial countries such as Japan and West Germany,

because most governments agree that the recent wild swings in the price of oil pose a number of long and short term dangers for the world economy.

So far the fall in oil prices has helped to boost economic growth and to curb inflation. The danger is that a strong rebound would have the opposite effect, and the oil industry is agreed that sooner or later prices must rise again as oil reserves start to run down.

When this happens Opec will once again be in a commanding position, since three quarters of the non-communist world's oil reserves, including the largest fields, are owned by the current 13-member countries. Nobody can guess what use Opec will make of this power, but the risk of another violent price increase followed by a world recession cannot be ignored.

**Energy conservation**

Clearly, if the oil price remained at very depressed levels for a long time, consumption would be likely to rise while the oil companies' incentive to discover new reserves would be reduced. The cost of finding and developing new oil reserves in the North Sea, for example, is likely to be a minimum of \$15 per barrel and probably above \$20 in many cases.

It is easier for the west to foresee this danger than to find ways of avoiding it. Even if western governments could agree the best price to stimulate exploration and curb consumption without damage to economic growth, the chance that they could control the price which Opec has failed is negligible.

Yet governments are not completely powerless to influence the market and to prepare for when oil will be in short supply. They can discourage profligate consumption by raising taxes on petroleum products where appropriate. A clear case can be made for an increase in US petrol taxes.

They can encourage some of the gains from lower oil prices to be invested in energy conservation, and they can keep a deeper crisis in the Soviet Union and so hasten the time when the US will depend on imports.

These political anxieties have also been felt in the oil importing industrial countries such as Japan and West Germany,

When the weather turns fair is the time to prepare for the next storm.

# Poland's quest for normality

GENERAL JARUZELSKI has reached another milestone in his long march towards normalisation in Poland, with the holding this week of the first Communist party congress since the formal 1983-85 imposition of martial law brought the Solidarity era to an abrupt end. In a symbolic sense, the very holding of the congress as an assertion of the Communist party rule marks the return of Poland to orthodox Soviet bloc Leninism. But how normal is Poland really, and how normally should the wider world deal with its government?

Certainly Poland is pacified, to a large extent. The start of the congress has been trouble-free; there were demonstrations in the city of Poznan. But the recent arrest of Mr Zbigniew Bujak, the Solidarity underground leader, has probably spelt an end to the effectiveness of the underground. Even before Mr Bujak was picked up by the police, its calls for boycotts and protests were meeting little public support.

The authorities have, for the time being, neutralised the influence of Mr Bujak, the Solidarity leader above ground and one-time president, by simply ignoring all his calls for dialogue. Many Solidarity sympathisers have been weeded out of universities in the past year. Aided by new summary court procedures, the authorities have increased the number of political prisoners again, to around 300, a level which will probably not be much reduced by the partial amnesty Gen Jaruzelski promised this week.

**Government policy**

So, it was not surprising that Mr Mikhail Gorbachev, the Soviet leader, felt comfortable enough to attend the Warsaw congress, and to congratulate General Jaruzelski on defending socialism during the troubled Solidarity-martial law period. The fact that Mr Gorbachev offered his congratulations "not out of obligation or courtesy, but out of true conviction" will be most heartening to the Polish leader. It will help silence these ideologues (in Moscow and elsewhere in the Soviet bloc) who complained that General Jaruzelski used unorthodox, not to say Bonapartist, means to bring Poland back to order, and those law-and-order hardliners (even in the general's own party and army)

who argued, and still argue, that more forceful tactics should be used. It is the most ringing statement of confidence that General Jaruzelski has had from a Soviet leader in the past 18 months.

But it is self-confidence, rather than Soviet confidence, that the Polish party lacks, and for good reason. With a current 2.5m membership, it has not fully rebuilt in numbers the losses it suffered during the Solidarity-martial law era, and it lost ground among the young. The re-created official trade unions and a newly-created front organisation, Pron, have neither developed into trouble-free transmission belts for government policy, nor on the other hand, gained wide public support. The Catholic church is a very powerful magnet for the next outbreak might come. The task for all those who care for Poland, in and outside the country, is to try to channel reform into something more constructive than has been achieved in the past.

This is why dialogue with the Warsaw authorities is the right policy for the West. It has already begun with ministers' contacts between Warsaw and most West European governments, which have all by now dropped sanctions against Poland, and with Poland's formal entry into the International Monetary Fund this month.

The West would be right to continue to query, forcefully if necessary, General Jaruzelski's claim that he has virtually won his political battle. No-one can disagree, however, with his admission that Poland has yet to win its economic battle. Poland comes to borrow from the IMF, as it surely will, the IMF's major Western shareholders should adopt the same constructive mixture of sympathy for Poland's historical plight and criticism of current policies as is warranted in the political realm.

THE THATCHERITE wing of the Conservative Party must be bewildered. It is as though children of the fairground were refusing candy-floss and instead insisting that their pocket money go to the lady from the Salvation Army.

Opinion poll after opinion poll is showing that a large majority of the electorate does not want tax cuts but would prefer higher public spending on services such as education and health. Of Tory voters in the last election, those favouring higher spending outnumber those seeking lower taxes by more than four to one.

The preference for higher public spending — which has grown steadily stronger in recent years — poses a difficult dilemma for the Government. "Rolling back" the public sector and easing the burden of taxation have been fundamental goals of economic policy since 1979. They are as central to Thatcherite thinking as trade union reform and the curbing of inflation — perhaps more central.

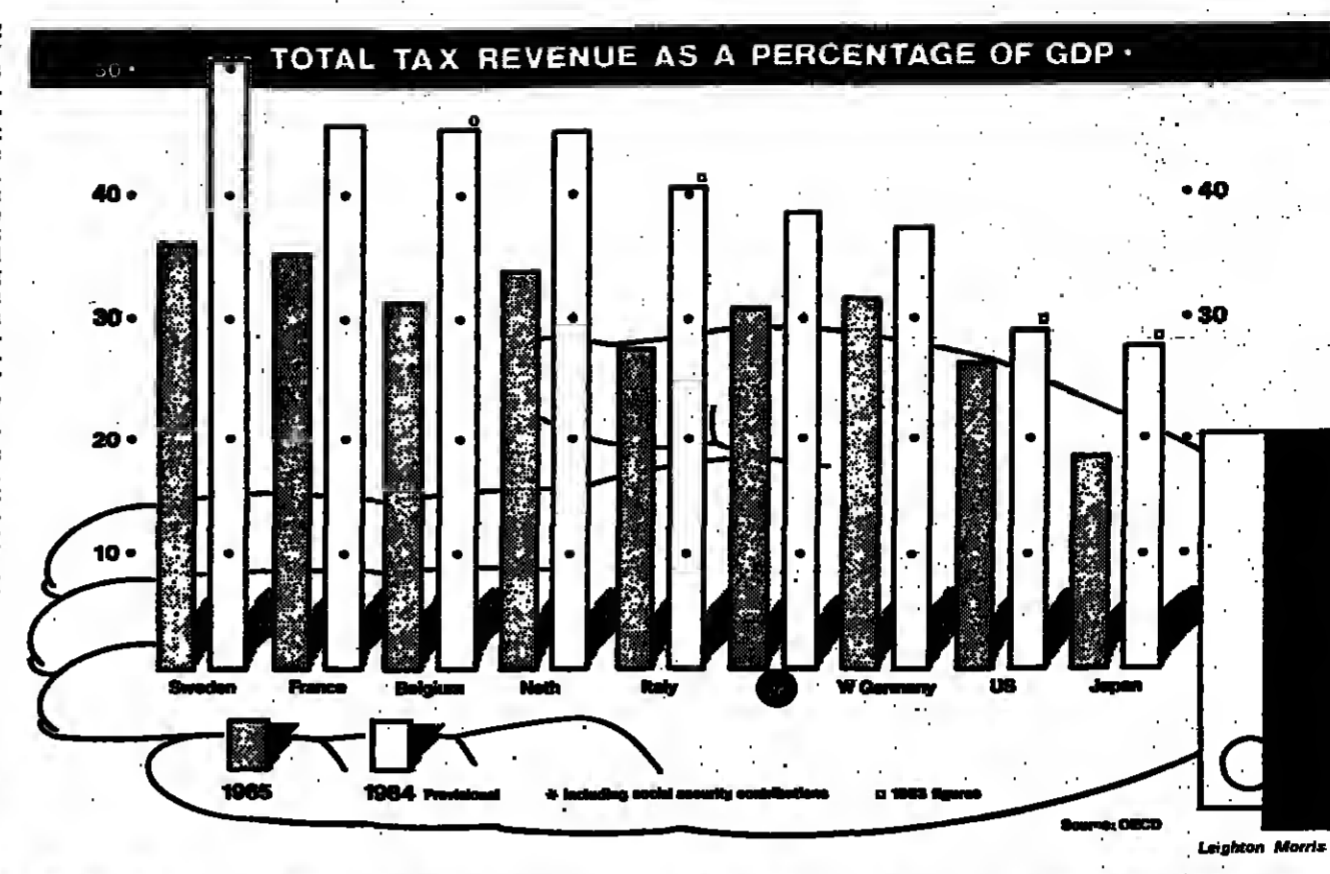
Yet with a general election at most two years away, the Government has hardly afforded to ignore the wishes of ordinary voters. Nor is a paternalistic presumption that "the people do not know what they want" consistent with its libertarian ideology. During the summer, Ministers will have to try to understand why so many people apparently favour higher public spending and to reconsider the economic arguments for cutting taxes.

In demanding higher spending in place of tax cuts, voters are not asking for a change of policy; they are asking for a change of rhetoric. Policies which have long been at variance with official rhetoric. Public spending has risen steadily in real terms in the past seven years, and as a percentage of Gross Domestic Product is higher today than in the last year of the Callaghan-Labour government.

It has not even proved a perpetual mirage. The Institute for Fiscal Studies calculates that households on average are worse off today than they would be if the March 1979 tax and benefit system had been index-linked. The cuts in the basic rate of tax in the 1979 and 1980 Budgets and the rise in the real value of tax allowances since 1982 have not offset the substantial rise in value-added tax, real increases in most other indirect taxes and a big increase in national insurance contributions.

The fact that fiscal burdens have been growing steadily, heavier, in recent years makes the electorate's lack of enthusiasm for tax cuts the more understandable. The Government's expectations of the public apparently, still does not feel excessively over-taxed, nor does it regard a "roll back" of the state as a priority.

Some international and historical comparisons may help explain both the Government's anxiety about tax rates and the public's lack of concern. The



latest figures from the OECD, which put different countries' tax burdens on a comparable basis, are for 1983 and 1984. They show the UK bang in the centre of the international pack.

In Britain, total tax revenue (including social security contributions) is equivalent to about 38 per cent of GDP (see illustration). The corresponding figures for EEC and OECD countries as a whole are 41 per cent and 37 per cent. The relative tax burden is considerably higher in, for example, France, Belgium, the Netherlands and Sweden; and only fractionally lower in West Germany.

Proponents of tax cuts, however, will argue that for the UK to be fiscally in line with other European economies is not good enough. Europe as a whole is suffering sluggish growth, high unemployment and a lack of entrepreneurial drive. The reason might be high taxes. The important comparison, therefore, is with the US and Japan, where total tax revenues are a mere 29 per cent and 26 per cent of GDP respectively.

Those in favour of tax cuts will also stress the secular deterioration in the fiscal climate. In 1965, UK tax revenues accounted for only 30 per cent of GDP; in other words, during the first Wilson government, the British economy shouldered a fiscal burden roughly comparable with that in President Reagan's America today.

What would the Government hope to gain by reducing taxation, in particular by cutting the basic rate of tax to 25 per cent? Supply-siders emphasise the likely positive effect on work effort and enterprise. There is

little hard evidence to back up these claims. In macro-economic terms, the difficulty is to disentangle the effects of tax cuts from other policy changes: for example, it is virtually impossible to say whether activity and employment has picked up in the US as a result of tax cuts or the associated deficit financing.

Micro-economic studies are no more conclusive. In a standard textbook on taxation, for example, Mr John Kay and Professor Mervyn King conclude that the effect of tax cuts on work effort is not very large and indeed that "it is probably negative." A cut in taxation which raises a worker's wage is likely to lead him to do less rather than more work.

Mr Kay and Prof King admit that this conclusion may seem "startling," but argue that it should not surprise anybody who has noticed that "better paid workers tend to work shorter hours and receive longer holidays than those who are poorly paid; and that as the general level of earnings has increased over the last century or more hours of work have tended to diminish."

The point is that tax cuts have two conflicting effects. On the one hand, work is made more attractive relative to leisure because a given period of work will finance more consumption. But on the other hand, the rise in take-home pay makes a worker wealthier and needs to work fewer hours to achieve a given standard of living. The empirical studies suggest that this "income" effect is the more important.

It is unlikely, therefore, that tax cuts in Britain — even a basic rate reduction to 25 per

cent — would have much net effect on work effort. This is not to say that taxes should not be reduced (they do interfere with work-leisure decisions), just that the results would be unlikely to be spectacular. The Government has already taken the most important step, which was to abolish ludicrously high marginal rates which did nothing but encourage tax avoidance.

A deeper and in some ways attractive justification for tax cuts rests on a particular conception of the nature of personal liberty. Some theorists maintain that individuals have an absolute right to their earnings and that the state should not "seize" more than a minimum sum — that which is needed to maintain essential services, such as defence and the judiciary, which only the public sector can provide.

Other liberal theorists reject this reasoning, arguing for a much larger state and a correspondingly higher tax burden. Individuals, they say, cannot have a prior right to all of their earnings because without the social organisation provided by the state they would not even exist as recognisable individuals and certainly would not have developed strong libertarian traits.

Such theorists emphasise that individuals are not automatically free just so long as the state does not interfere with them. Effective personal freedom and independence of mind may depend on access to cultural, educational and environmental opportunities which in a pure market economy might be restricted to the well-off.

thus justify different levels for the states and different levels of taxation. The important point is that there is no "right" answer; it would be contentious for example, to argue that individuals are less free in Sweden than in Japan because the former has a much larger public sector.

Although the overall tax burden has risen steadily in Britain (as elsewhere), public sector (as opposed to market) control over the allocation of resources has not increased in step. The rising share of total government spending in GDP since the early 1960s is very largely accounted for by the growth of cash transfers payments such as social security benefits. These reflect higher unemployment and an ageing population. Since people are free to spend these receipts how they choose, the market mechanism is not over-riden.

If transfer payments are excluded and attention focused on government spending on goods and services, it is clear that the state's involvement in the economy has hardly increased since the early 1960s. Current spending has risen by a few per cent relative to GDP but this has been offset by a fall in state investment. Overall, the proportion of resources subject to state control is only about 25 per cent, perhaps less — far cry from the figures of 45 per cent or more that are bandied about.

The pressure for more public spending looks less unreasonable in the light of this, especially in view of compositional changes in GDP. As an economy gets richer, the share of services in GDP tends to increase naturally, reflecting services.

the fact that only so much can be spent on bare necessities. In trying to restrict expenditure on certain social services, such as health, the Government may be attempting to buy a short-term trend towards a service economy.

Opinion polls, therefore, are not necessarily showing that people want a higher public sector, merely that they want more of services that just happen to be provided mainly by the state.

The apparent preference for higher spending as opposed to tax cuts may also be a judgment on the fairness of past policies. In general, higher public spending benefits the poor more than the better off; they make more use of parks, public transport, the national health service and state education, and are more likely to end up dependent on social security benefits. The better off have less to lose from a contraction of public services and often more to gain from tax cuts.

This at least has been the experience of the past seven years. IFS calculations show that while households in general are worse off as a result of tax changes (compared with an indexed 1979 base), those with high incomes have gained considerably. Single people earning between £100 and £200 a week, for example, have lost out to the tune of £520 a week, whereas those earning £400 or more have on average gained £55 a week. Further cuts in the basic rate of tax, as favoured by the Chancellor, would continue this redistribution from poor to rich.

The rise in unemployment is another important reason why the opinion polls reveal such support for higher public expenditure. Professor Richard Layard at the London School of Economics, who was the driving force behind the creation of the pressure group Charter for Jobs, has successfully ranted home a message: tax cuts are a very inefficient way of boosting employment. On his figures, it is about nine times more expensive to create jobs through tax cuts than through targeted expenditure on special schemes.

At the end of the day, the overall level of taxation or state expenditure matters less than the nature of particular taxes and spending programmes and the criteria by which they are assessed.

It would be possible to reduce spending and taxes and still improve the economy's efficiency. For example, by cutting B and D expenditure to finance an extension of home mortgage interest relief. Conversely, and more positively, higher spending to create jobs through tax cuts that through targeted expenditure on special schemes.

If the Government was prepared to take on the lobbies and embark on a US-style overhaul of taxes, it could achieve its objective of lower marginal rates of tax and still please the public with higher spending on increase naturally, reflecting services.

## BBC finds enterprise chief

THE BBC's long search for a chief executive to run its reorganised commercial arm, BBC Enterprises, is over. The newly created job has gone to James Arnold-Baker, the former president in charge of Fisher Price Toys' operations in Europe.

The BBC got itself in a bit of a tangle after it advertised the job for £40,000. A "material amount" of the increased provision related to £80m in loans to Edwin L. Cox Jr, who was a director and sat on the loan and investment review committee of Interfirst Bank Dallas, the lead bank of the Interfirst group.

This has caused some confusion among people who do not know the Cox family very well, since Edwin L. Cox Jr sits on the board of Interfirst Corporation, the holding company for the Dallas bank.

Cox Jr is a prominent Dallas businessman who helped develop the E. L. Cox business school at the local Southern Methodist University, and he is, understandably, a little upset by suggestions that he is responsible for Interfirst's losses. He runs the family business,

## Men and Matters

sent ripples through the financial markets last week by announcing another massive loss because of the need to set aside a \$550m provision for bad debts.

A "material amount" of the increased provision related to \$80m in loans to Edwin L. Cox Jr, who was a director and sat on the loan and investment review committee of Interfirst Bank Dallas, the lead bank of the Interfirst group.

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## Darling, chairman of Mercury Asset Management, telling him that Mercury Warburg Investment Management would be voting in favour of the Dillons bid, MWM has a stake of about 13 per cent in Woolworth.

At the same moment, Geoff Mulcahy, Woolworth chief executive, sitting in the same room, received a call from Robert Fleming, Investment Management to say it would be backing Woolworth with its 10 per cent holding.

It is unusual for institutions to reveal their hand at such a relatively early stage in a bid — the Dillons' offer closes at 1 pm tomorrow — but they clearly feel the bid is important enough for them to try to influence events.

## Cheaper ways

Anyone feeling slightly put out by the decision of English Heritage, custodian of such national treasures as beleaguered Stonehenge and stalwart Dover Castle, to raise its annual membership fee from £8 to £10, should quickly join the Welsh equivalent, Cadw.

A £5 subscription sent to Brunel House, Fitzalan Road, Cardiff, not only gives you access to all Welsh historic sites, such as Beaumaris and Conway Castles, but a reciprocal arrangement also lets you free into all the properties of English Heritage, and the Scottish organisation, Scottish Monuments.

It also pays the Scots to approach their monuments by way of Wales — it is £7 to sign up north of the border for the same three-nation privileges.

A similar loophole, however, enables members of the National Trust of Scotland to get in cheap on the English and Welsh bodies.

## Box and Cox

That quaint custom among successful American businessmen of naming their offspring after themselves can cause problems if outsiders fall to spot the junior tag.

Interfirst Corporation, the second biggest bank in Dallas,

## Call the roll

The good and bad news arrived simultaneously at the headquarters of Woolworth Holdings in London's Marylebone Road on Friday as the board was planning its next move in the defence against Dillons' £1.5bn takeover bid.

Sir Kenneth Durham, Woolworth chairman, picked up his phone to hear Peter Stormonth

## Combing out

From the staff magazine of a Yorkshire company: "After 12 years in Despatch, Jack left at the end of May. He received a set of ebony hair brushes as a parting gift from his colleagues."



# How to keep tabs on the index

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FINANCIAL TIMES

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SEMICONDUCTOR INDUSTRY PREPARES ANTI-DUMPING COMPLAINT

EEC chip makers accuse Japan

BY TIM DICKSON IN BRUSSELS

EUROPE'S semiconductor industry is preparing an anti-dumping complaint against Japanese exporters. It claims that the European industry is suffering as a result of unfair pricing by some Japanese companies.

(Electrically Programmable Read-Only Memories). It added: "Over a considerable period, European manufacturers have suffered significant injury as a result of these pricing levels."

stage that people should know that the action is going ahead." European observers, meanwhile, will be anxiously awaiting the outcome of the Washington negotiations which had to be concluded last night if an anti-dumping action on EPROMs brought by National Semiconductor, Intel and Advanced Micro Devices is to be suspended at the end of the month.

Long negotiating sessions on Saturday and Sunday failed to achieve a widely anticipated agreement between the two countries in the long-running dispute. US semiconductor manufacturers have claimed that they are shut out of the \$9bn Japanese chip market by non-tariff trade barriers.

Thatcher reiterates stance on sanctions

By Peter Riddell, Political Editor, in London

BRITAIN and other EEC countries should not threaten sanctions against South Africa if they want to see dialogue within the country, Mrs Margaret Thatcher, the UK Prime Minister, said yesterday.

Facing renewed criticism from opposition parties ahead of a scheduled statement today in the House of Commons, Mrs Thatcher said sanctions would be damaging and would get the wrong reaction from the South African Government and the threat of them would also not work.

Meanwhile the heated divisions within the Conservative Party on the issue surfaced with strong attacks by the Tory right on a proposal that leaders of Conservatives for Fundamental Change in South Africa might meet members of the ANC if they visit Lusaka during July.

Mr Dennis Worrall, South Africa's Ambassador to London, told a Commons Foreign Affairs Select Committee that ministers in Pretoria have several times admitted that the release of Mr Mandela would be in the best interests of the country, writes Stephanie Gray.

Strike call over detentions, Page 3

Midland Bank unveils plans to establish discount house

BY DAVID LASCELLES, BANKING CORRESPONDENT, IN LONDON

MIDLAND BANK yesterday unveiled plans for one of its subsidiaries to become a discount house - a specialised bank which trades in the short-term money markets.

The discount market is an area from which Britain's leading commercial banks have traditionally been excluded, and the new venture was being presented as further evidence of tumbling barriers in London.

Midland Montagu Investment Bank, the group's investment banking arm, has established a new unit within Greenwell Montagu Gilt-Edged, the company it has created to make markets in government securities with W. Greenwell & Co, its recently-acquired stockbroking firm.

The new unit will quote prices in the full range of sterling money market instruments, including bills, certificates of deposit and short gilts.

Midland hopes that once the new operation has built up a healthy track record it will be accorded official discount house status by the Bank of England. This could occur in October 1988, at which time the central bank will be reviewing the operation of the gilt-edged market two years after the Big Bang deregulation of London financial markets.

The central bank confirmed yesterday that it had been notified of Midland's plans, but said no indication could now be given of how the new venture would be viewed two years hence.

The discount houses have traditionally acted as a channel between the Bank of England and the commercial sector, and their independence has been key to the efficient operation of the money markets.

Because of this, Midland has had to assure the central bank that its new operation will operate separately from its own treasury. It will form part of Greenwell Montagu Gilt-Edged, which is being separately capitalised at £25m (\$38m), with more available if needed.

Midland's plan was seen yesterday by London analysts as adding to the liquidity of the discount market. But the rapid pace of change in London would probably cause the discount market to lose its separate identity anyway within the next two years. Many of the existing discount houses have merged or been bought up as competition mounts.

Mr Qassem Taki, Iraq's Minister of Oil, reaffirmed Baghdad's insistence on no less than 13.1 per cent of any Opec total - a proportion which apparently is not open to negotiation.

Mr Gholamreza Agbezadeh, Iran's Oil Minister, reiterated his country's demand for two extra barrels for any one consigned to Iraq.

The compromise reached at the adjournment of the conference made no mention of the volumes of 17.8m b/d for the third quarter and 17.8m b/d for the fourth which the majority had agreed to be a safe margin for maximum Opec output, provided that five or six non-member producers restrained their production.

It was clear yesterday that the UK and the Netherlands would accept these proposals but they were too much for any other country except Ireland. The other nine were more disposed to a Franco-German proposal which is more restrictive and would permit flexibility in capacity sharing only up to 45-55 per cent. (For countries such as Greece, Spain and Portugal, this is too liberal.)

Diplomats from other countries considered the chances of liberalisation moves this year as nil.

The stage is set for a protracted legal battle between the European Commission and the airlines. Commission lawyers have prepared letters to send to Community airlines demanding that they stop colluding on prices and capacity and obey the competition rules.

The Commission had said it would take action if there had been no progress towards liberalisation by yesterday. "We just have to lick the stamps now," said an official.

Cossiga pressed for early decision

BY ALAN FRIEDMAN IN MILAN

THE CHAIRMAN of Confindustria, the Italian employers' association, called yesterday for a speedy resolution of the Government crisis in Rome.

The appeal came as President Francesco Cossiga began a two-day round of consultations aimed at resolving the crisis which began on Friday when Mr Bettino Craxi, the Socialist Prime Minister, submitted his resignation.

Speaking in Milan yesterday, Mr Luigi Lucchini of Confindustria said Italian business needed a "stable government which is able to steer the country with certainty."

Mr Lucchini singled out budget legislation, which is generally presented in September, as being of special importance and stressed that a rapid solution to the Rome crisis was needed "in the interest of the Italian economy over the next year."

President Cossiga, meanwhile, met his three surviving predecessors as head of state, as is the tradition. This morning he will begin a series of meetings with the leaders of all political parties, which should put him in a position to make a decision by tomorrow.

Accusations continue to fly between the Socialists and Christian Democrats as to whose parliamentary deputies were responsible for defeating the Government in the secret vote last Thursday night.

The ruling coalition was beaten only four minutes after winning by a margin of 108 a vote of confidence held by roll call.

President Cossiga will probably be told by the Christian Democrats that Mr Craxi could try to continue in office, but only by giving an explicit commitment to step down later this year.

Mr Craxi shows no likelihood of agreeing to such a deal and will probably be seeking a mandate to reshuffle the Cabinet and carry on without having to declare in public when he might step aside and make way for a Christian Democrat prime minister.

The Milan bourse did not seem unduly alarmed about the government crisis yesterday, closing up a marginal gain on the day, which followed a 2.9 per cent drop in the main share index on Friday.

The latest cost-of-living figures released for June show Italy's inflation rate continuing its gradual decline and now running at 6.3 per cent.

Mr Michael Spicer, parliamentary undersecretary for Transport said yesterday.



Shimon Peres

Peres evades Shin Bet clash

By Andrew Whitley in Tel Aviv

MR SHIMON PERES, Israel's Prime Minister, last night stepped back from an all-out political confrontation with Israel's right-wing Likud, as the coalition National Unity Government faced a barrage of no-confidence motions in Parliament.

Answering five no-confidence motions in the Knesset, or Parliament, Mr Peres angrily denied the charges that the resignation of the Shin-Bet chief - and his subsequent pardon in connection with the 1984 deaths of two Arab terrorists was a political manipulation or trick.

The Prime Minister said he personally was prepared to be investigated over the affair. But he refused to resign. The accusations which some of his Labour ministerial colleagues have directed at Mr Yitzhak Shamir, the Likud leader and Foreign Minister suspected of participating in a cover-up of the Shin-Bet's actions.

Meanwhile in the Supreme Court, the Government faced five separate petitions challenging the legality of President Chaim Herzog's pardons to the Shin Bet officials involved in the cover-up. The petitions, submitted by lawyers acting privately, also demanded a full investigation of the entire affair.

The court has yet to consider the substance of the petitions. However, in an initial victory for the state, the judges accepted the Attorney-General's Submission that President Herzog be removed from the list of respondents.

Mr Yosef Harish successfully argued that the President was immune from a court summons and could not be answerable to the charges being brought.

During the hearing it was disclosed that in his formal appeal for clemency to President Herzog - the basis for the blanket pardon he received last Wednesday - Mr Avraham Shalom, the former head of the Shin Bet, described his actions in connection with the deaths in captivity of the two bus hijackers as having been motivated by concern for state security and preventing the disclosure of state secrets.

The three other senior Shin Bet officials also pardoned over the cover-up said they had been acting under orders. The three, believed to include the two legal advisors to the internal security service, have not been dismissed or asked to resign.

A fierce debate was underway in the Knesset last night as Likud accused Labour of trying to undermine the coalition Government and break their rotation agreement whereby Mr Shamir will take over as Prime Minister in October.

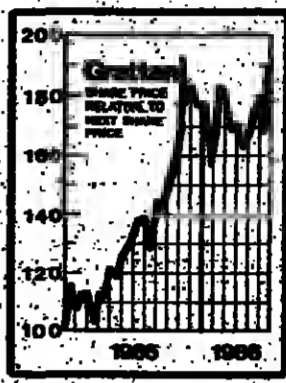
But the no-confidence motions seemed most unlikely to succeed, and the threatened large-scale revolt within Labour and its coalition partners among the small left-wing parties appeared to be fizzling out.

While four of the five motions were brought by left-wing parties accusing the Government of glossing over the killing of prisoners, poetry, and the frame-up of a senior army general during earlier inquiries, the fifth was from the extreme right Kaich Party of Mr Meir Kahane.

Rabbi Kahane praised the Shin Bet for killing the two captured Arabs and blamed the Government for allegedly damaging the secret service.

THE LEX COLUMN

Occluded view of Mercury



Japan's struggle with the upside-down J-curve is so far not producing much consolation for the US Treasury. Rising yen must be expected to create still more embarrassing trade surpluses before it begins to choke off exports.

Now that the four parts of Mercury International Group have become separate companies, it is expected that the group's earnings will be disclosed in perhaps three pages and disclosing all the information which Morgan Grenfell has now spilt the market.

Answering five no-confidence motions in the Knesset, or Parliament, Mr Peres angrily denied the charges that the resignation of the Shin-Bet chief - and his subsequent pardon in connection with the 1984 deaths of two Arab terrorists was a political manipulation or trick.

Working on what was available, though, the market decided that the figures, showing post-tax and transfer profits on a pro-forma basis up from £24.1m to £59.3m, were good and the shares cheap, pushing them up 38p to 85p.

That differential should close. The increased size of the MIG preference issue designed to even up the performance of Mercury Securities and Akroyd since the deal was struck, suggests that undisclosed profits are higher than most estimates.

The increased size of the MIG preference issue designed to even up the performance of Mercury Securities and Akroyd since the deal was struck, suggests that undisclosed profits are higher than most estimates.

It was only a matter of time before the concept retailers discovered mail-order. A computer database that measures large ladies and tiny men is presumably the closest focus a clothes retailer can achieve, this side of *Avant* couture. No doubt the likes of Marks

and Spencer would have entered the field earlier had not the costs of entry - in the form of the files, credit systems and distribution network - been so high and acquisition the only way in.

Now it is surprising that Next, with yesterday's £300m spread offer for Grattan, is the first to make the plunge. As a business which secured spectacular returns from floating a focussed product range through underused retailing assets, Next is now faced with two problems: the cost of retail property which it has itself helped bid up, and the dilution of the original concept in wootenswear.

Of course, Next could have picked up Grattan for half the price a year ago. But a year ago, these problems were not spoken in the horizon and Next had not run into the distribution headaches which its hectic redevelopment of the Next brand - most notably into interior decorating - has now produced. Grattan is, at least, overflowing with lorries and warehouses, and there are all sorts of things to be gained by marrying mail-shot and credit card businesses.

It was not the Grattan benefits that yesterday protected Next's share price, which fell only 10p to 22p despite the difference in the couple's stock market circumstances. Instead of worrying about further dilution of the Next concept from its application to mail-order, the market thinks Next may well have found an asset which it can help pull up the social scale rather in the manner of the Hepworths chain, if not so cheaply. However, if Next is relying so much for a management it evidently admits is crucial they do not fall out.

To mislay one application is a misfortune, no doubt, but to lose track of 20 million looks rather like carelessness. Quite how Lloyd's Bank failed to count nearly 15 per cent of Morgan Grenfell's tender will probably remain a mystery. Fortunately for Lloyd's, it seems that only a minority of the mislaid applications were above the 50p striking price, so the actual amount of money received by Morgan after an accurate count is unlikely to have proved much larger than the actual outcome. Standard Chartered must be hoping that Lloyd's is better at counting bid acceptances than multiple applications.

It was only a matter of time before the concept retailers discovered mail-order. A computer database that measures large ladies and tiny men is presumably the closest focus a clothes retailer can achieve, this side of *Avant* couture. No doubt the likes of Marks



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World Weather

Table with columns for location, temperature, and weather conditions. Includes cities like London, Paris, New York, etc.

EEC ministers split on air fares

Continued from Page 1

(which includes many non-Community member nations).

The Commission wants airlines to set fare tariffs individually and has proposed zones of discount fares in which there would be free competition. Its policy includes a ban on official intervention in relations between airlines flying the same route in a pool until the capacity share of one airline slips to 25 per cent.

It was clear yesterday that the UK and the Netherlands would accept these proposals but they were too much for any other country except Ireland. The other nine were more disposed to a Franco-German proposal which is more restrictive and would permit flexibility in capacity sharing only up to 45-55 per cent.

Handwritten note: "Japan 1/10"



# SECTION III FINANCIAL TIMES SURVEY

## NISSAN IN THE NORTHEAST

Questions still hang over the impact that Nissan's new car plant in Washington, UK, will have on the region's economic problems and the British motor industry.

### Facing an uphill struggle

By Kenneth Gooding and Nick Garnett

NISSAN'S INVESTMENT in Britain is a far cry from the major scheme first proposed by the Japanese group in 1981. The original idea was to set up a factory to produce 200,000 cars a year by 1986, with a high European content, and creating 30,000 jobs in the process.

But this was too big and adventurous a project for some senior Nissan executives—including the late Mr Katsuji Kawamata, the then chairman—and some members of Nissan's union, to contemplate.

The protectionism which forced the group to look at the prospects for a European venture spread to the US, Nissan's major market, and it decided its first major car production scheme in the west should be there.

The UK has to make do with an assembly plant to make 24,000 cars a year from kits imported from Japan. There are dozens of similar projects operating throughout the world and at first sight Nissan seems to be making a great deal of sense about very little.

But there are good reasons why the Nissan project should be taken very seriously indeed

even if at this stage it is more of a political gesture and public relations exercise—aimed at reducing protectionist sentiment against Japanese car imports to western Europe—than a credible business venture.

It is reasonable to expect that Nissan, second-largest of the Japanese vehicle groups, will move to a second phase of the UK project and be producing 100,000 cars a year by 1991, using components mainly sourced from the UK or other Common Market countries.

That should lift the number employed directly at the factory at Washington, Tyne and Wear, from about 500 to 2,700 and provide, according to Department of Trade and Industry estimates, a net 6,000 jobs to Britain.

So the prospect of winning a major car plant for the 1990s and possibly attracting several "satellite" component operations created much excitement in Britain's depressed development areas when Nissan announced in February 1984 it would go ahead with its scaled-down initial phase.

And winning the Nissan project was a coup for the job-

starved North-East. It was seen not only as a provider of employment but also as a morale booster for hard-pressed regional development officers and a magnet for other Japanese production companies.

However, the catastrophic and seemingly unstoppable shrinkage of the North-East's manufacturing base dwarfs Nissan's tiny net contribution to jobs.

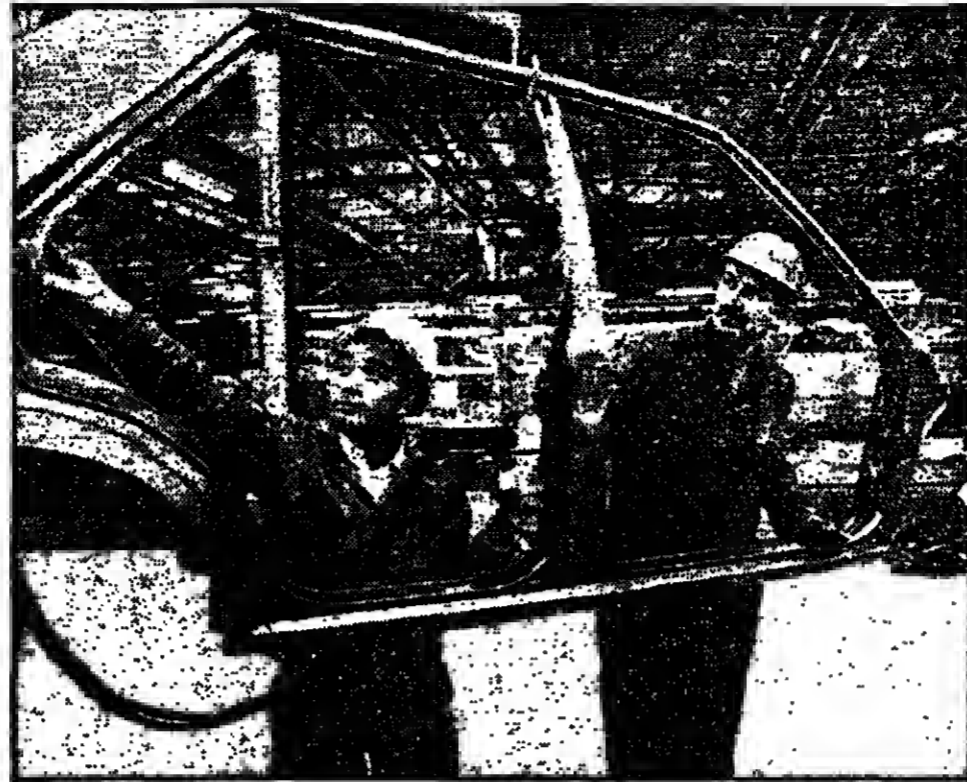
In the past three months alone some 7,000 redundancies in a dozen companies have been announced, more than double the new jobs Nissan will provide even if it goes ahead with phase two.

Despite some of the country's best developable land, a clean environment and good communications, the region's unhealthy dependence on older industries and its 20 per cent unemployment generate some of Britain's most serious, if hidden, social problems.

The North of England Development Council, the principal agency in the North-East involved in luring inward investment, has been using Nissan's presence in the region to target more Far Eastern and in particular Japanese companies. In this it has had some success.

Since Nissan announced its intentions in 1984, half a dozen Japanese companies, mainly in manufacturing, have set up close by or are about to do so.

These include Komatsu which will assemble excavators at a former Caterpillar plant at Birtley, transformer manufacturer Tabuchi Electrical and Ikeda Hoover producing car



Glenn Copus

seats and interior trim for Nissan.

The 13 Japanese companies in the North-East which together employ about 1,600 include tyre-maker Dunlop at the former Dunlop plant in Washington and NSK Bearings, the longest-established Japanese company. NSK's workforce of 350 is expected to rise to 580 in the next few years.

This influx of Japanese companies has provided a spark of light in the region's economic gloom. So too has the success of Newcastle's Metro light railway system and big new retailing developments which include Britain's largest out of town shopping centre at Gateshead.

The success of this investment drive needs to be heavily qualified though given the chronically poor state of investment in the other English regions. In the North-East it has also been accompanied by a calamitous decline in traditional manufacturing that has blighted a large part of Tyneside.

More than 146,000 manufacturing jobs—one third of the manufacturing workforce—have been lost since 1977, according to last year's North of England County Council's state of the region report which in-

cludes Cumbria as well as the North-East.

Ten years ago there were 31,000 jobs in shipbuilding in the North-East alone, but this will soon be down to little more than 7,000 with a question mark still hanging over many more. Employment in the steel industry has tumbled from 22,000 to fewer than 8,000 and the workforce at the coal pits has been cut in half to 15,000.

Tyneside absorbed more investment in the 1960s and early 1970s than any other UK region but most of this went into big capital projects. The region's inherent weakness in small business development, expenditure on innovation and entrepreneurship remained largely untouched within the North-East's branch plant economy.

Nissan is good news for the North-East but it represents a very small step to a very hard-pressed region. It also offers jobs largely for the relatively young and able, not for the older and more traditionally trained people which the indigenous industries are continuing to shed in large numbers.

And some people question

whether the arrival of Nissan is such a good thing for the UK motor industry.

Ford, one of the most outspoken critics of the project, claims that for every job created by Nissan in Britain, two will be lost at other UK car-making facilities.

Ford argues that Nissan has been offered terms much more favourable than those applying to existing manufacturers in Britain.

It has also been able to choose a site with no existing factory on it, to take maximum grants, made a special deal with the unions and will employ a young workforce, keeping pension payments at a very low level for 15 years. None of this is available to Ford, General Motors, Vauxhall, Austin Rover or Peugeot-Talbot.

Ford calculates that these advantages will enable Nissan to build a car for £330 to £350 less than an equivalent model from its UK rivals.

Ford has been urging the European Commission to monitor Japanese car assembly in the Community countries to ensure that the vehicles have a domestic content of at least 80 per cent—measured by weight of the finished car.

This would ensure that the

#### The Nissan project

Location:	Washington, Sunderland Borough, Tyne and Wear.	
Land area:	800 acres (297 acres of which have been purchased and an option is held on the remaining 503 acres).	
	Phase I	Phase II
Production model:	Small passenger car: Bluebird	
Production capacity:	24,000 units/year	100,000 units/year
Production start-up:	mid-1986	1990
Employees:	400-500	2,700
Investment:	£50m	£300m

NISSAN and the UK Government agreed in February, 1984, that the Japanese group would build a car plant in Britain. In March, Nissan announced that from eight potential sites it has chosen Washington, Tyne and Wear, as the site.

Volume production of the new Nissan Bluebird saloon (from kits supplied from Japan) begins at the new facility next week.

The project consists of two phases. A decision whether the second phase will go ahead will be made by Nissan

in 1987 "on the basis of its commercial judgment in the light of its experience in operating the plant under Phase One."

The outline is indicated in the chart, above. Nissan says it wishes to use as many European-produced parts as possible under Phase One. In the next phase it has agreed to start with 60 per cent European content, measured by ex-factory value, building to 80 per cent by mid-1991.

Under Phase Two a substantial level of export is also expected.

Japanese produced engines, transmissions and axles in Europe, thus creating new jobs.

The government believed a substantial Japanese presence could have a dynamic effect on the UK motor industry. Ministers believed that the project as originally conceived would introduce the latest Japanese car production technology, then acknowledged to be the best in the world, and management methods.

Knowhow would be injected into the motor components sector, making it better equipped to compete internationally.

The Nissan plant was to have exported half its output while pushing back imports.

In the event, the UK industry has been putting its own house in order: improving productivity, making rapid strides in quality and reliability, and browbeating any component suppliers reluctant to keep pace.

And if — or when — Nissan moves to the second phase of its UK project, the Washington factory might prove to be an embarrassment for the Government of the day because Britain is dangerously close to having too many "domestic" manufacturers fighting for market share.

Apart from Austin Rover, Ford, GM-Vauxhall, Peugeot-Talbot and Nissan, by that time Honda will be having "British" cars built for its UK dealer network by Austin Rover.

However, there seems little doubt that Nissan will move into phase two of the Washington project once it has come to grips with more pressing problems elsewhere. The rise of the yen is making its exports, particularly to the US, look much less profitable and Nissan is engaged in a tremendous struggle to regain market share in Japan.

The convulsions being caused by these important, long-term strategic considerations do not completely overshadow the UK project, however.

Nissan knows it faces an uphill struggle. Its other European ventures have been far from successful. The joint project with Alfa Romeo in Italy—another politically-motivated scheme—has collapsed. In Spain, where Nissan was forced by the government to take over Motor Iberica (or quit), losses have been considerable.

But there would seem to be no going back in the UK. Phase one makes no economic sense and Nissan surely could not contemplate the loss of face involved in withdrawal. So Phase two seems likely to go ahead on schedule.

Best wishes for success

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NISSAN 2

Project History

Born out of politics and strife

TWO OLD MEN have had a profound effect on the history of Nissan's project in Britain. The first is Octav Botnar, now in his 70s, who since 1970 has built sales of Nissan cars in the UK from 1,500 a year to more than 100,000. One of the project's greatest advocates, Botnar claims he was instrumental in getting Nissan to consider the UK venture in the first place.

But implacably opposed to the venture from the moment it was first mooted was the second old man, the venerable Katsuji Kawamata, who was 79 before he retired from the chairmanship of Nissan last year.

Kawamata, who died recently, was worried that his grandchildren might have to carry the stigma of being related to a man who built a monstrous, unprofitable, "white elephant" of a plant in Britain.

It seemed in January 1981 that Kawamata had been outmanoeuvred by the then Nissan president, Takashi Ishihara, because the group announced with a fanfare at a conference in London that it had started a feasibility study for a 200,000-cars-a-year factory in British Leyland, which that very week had been promised a further £990m of state money on top of the £1bn it already had received.

as internecine warfare within the Nissan management. The success of the Japanese car builders with their low-cost vehicles had encouraged the growth of protectionism in those Western countries with their own major motor industries which employed up to 10 per cent of the manufacturing workforces.

In 1975, the UK obtained a "voluntary" agreement restricting shipments of vehicles from Japan which was at first supposed to be a short-term measure to allow British Leyland to recover from its financial collapse.

By the end of the 1970s it was clear that the "voluntary" agreement was set to become a permanent fact of life in the UK.

At the same time Mrs Thatcher's government was making special efforts to encourage inward investment to the UK from overseas organisations of all sorts. The Nissan project, as first outlined, seemed a tremendous coup.

However, the news was not received enthusiastically by British Leyland, which that very week had been promised a further £990m of state money on top of the £1bn it already had received.

To say the least it was surprising to find the UK government offering financial assistance to a major competitor after investing so much in its own company.

For, if the original Nissan scheme had gone ahead, the Japanese group's new factory would have been pouring out 200,000 cars by 1984, selling at least half of them in the UK on top of imports from Japan and undermining the state-owned British group's recovery programme.

The rest of the European motor industry seemed more sanguine at the time. Nissan promised that from the start at least 80 per cent of the content (measured by ex-factory value) of its UK cars would be sourced from Europe, rising quickly to 80 per cent.

The European carmakers felt they had little to fear from Japanese companies producing vehicles in Europe. That would put the Japanese on a much more equal footing.

The arguments within Nissan continued during the feasibility study stage, which dragged on and on. Unlike its arch-rival Toyota, Nissan was not making enough profit in the usually lucrative Japanese domestic market to pay for all its grand investment plans abroad.

It was losing Japanese market share to Toyota and these aggressive upstarts Honda, Mazda and Mitsubishi.

Its management was sorely stretched, attempting to put into operation other expansion projects in Mexico, Australia, Italy, Spain, India, the Philippines, Taiwan and the US.

Worst of all, protectionism was rearing its ugly head in the US. Nissan's major export market and the one where it earned most of its profits.

The circumstances favoured Kawamata and the head of Nissan's union, Ichiro Shioji, who wanted the British project scaled down so that Nissan could concentrate on the US. They won the day and Nissan announced it would produce cars in the US at a factory originally put up to assemble light commercial vehicles.

However, it would have been too great a loss of face for Nissan to have shelved the UK project completely. But instead of a plant to manufacture 200,000 cars a year, Britain got an assembly point for 24,000 kits.

Botnar, the importer, was extremely disappointed. But he still hopes to live to see the day when Nissan will be a major carmaker in Britain with a mar-

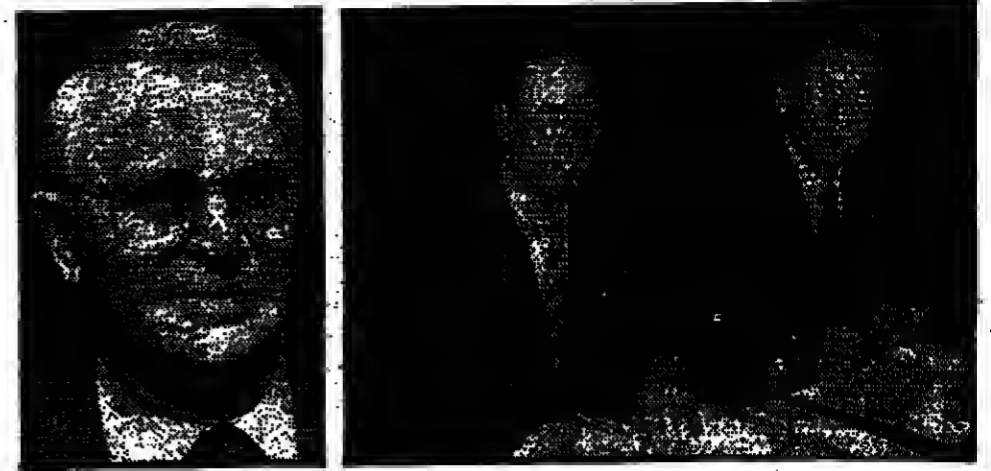
ket share of at least 10 per cent and substantial exports to other parts of the Common Market.

Ha is so sure that Nissan will move to the second phase of its current UK project, and the production of 100,000 cars a year with a high European component content, that he has been taking extraordinary measures to strengthen his dealer network to handle the bigger market share.

Many of the small, family-owned Nissan outlets have left the franchise to be replaced by larger, corporate-owned groups. Nissan UK, the import company, has a budget of £100m for its own dealer development programme which involves providing finance and carefully-chosen sites to successful car salesmen wanting to set up on their own account.

The speed at which Botnar is pushing through the changes has upset some of his dealers, particularly those who unwillingly have had to give up the franchise.

Botnar has agreed to sell his highly-profitable company (in the year to July 31 last it made a taxable profit of £31m on sales worth £496m) to Nissan—but only if the Japanese group decides to go ahead with the second stage of the UK project. Nissan has joined with Mitsui,



Octav Botnar (left) was an early advocate of the Nissan agreement, signed by Norman Tebbit, then Trade Secretary and Takashi Ishihara, the Japanese chairman

a major Japanese trading house, to negotiate for the UK import company. Botnar is willing to sell a minority stake (perhaps 26 per cent) as soon as an announcement about the second phase is made and the rest when the first fully-manufactured cars come off the lines.

That announcement was expected by many to come in March this year during a visit to Europe by Nissan's new president, Yutaka Kume. In return for Nissan bringing forward the decision, the UK Government was expected to give Nissan something in return—at the very least allowing the UK-assembled cars to count as British rather than imported

vehicles. However, Nissan ran into more troubles as the Yen rose to something nearer its real worth against the US dollar; both the US and Japanese car markets weakened and demand in export markets in the Middle East and China declined sharply. Kume stayed at home to help cope.

In the UK the government was involved in a shambles over the sale of parts of British Leyland to General Motors and Ford and this spring was not a good moment to announce concessions of any sort to a foreign vehicles producer.

Botnar hopes that the second-phase announcement will come

soon after Nissan's annual meeting this month. Nissan can do nothing else but go ahead, he argues.

There are other pointers. To start with, Ishihara, the project's great proponent, is now Nissan's chairman. And the man put in charge of day-to-day operations of the British scheme is Toshiaki Tsuchiya, at 57 the youngest manufacturing man on the Nissan board. Tsuchiya gained his reputation by building the Miura assembly line at the Murayama plant near Tokyo where he took automation further than anyone else had dared to go.

Kenneth Gooding

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Long slogs for design chief

The working day for design and engineering director SHIGEKI MIYAJIMA stretches up to 14½ hours

THE DIRECTOR for product design and engineering at Washington is a little different from the other four Japanese directors (including the managing director) who have been key figures in the plant's development. For one thing Mr Shigeki Miyajima has a Scottish wife. For another he obtained an MSc in international marketing at Strathclyde University.

Mr Miyajima does share many traits with his Japanese colleagues — including a very broad-based training and a willingness to work hours many British managers would find unacceptable.

The 44-year-old mechanical engineer heads a department of 30 who are responsible, among other functions, for handling all the technical and product design information passing between Japan and Washington and for dealing with potential UK component suppliers whose products must all be eventually evaluated in Japan.

Mr Miyajima works very long hours. Winding up to commercial production at Washington, his typical working day at the plant stretches from 8 am to 10.30 pm with not infrequent visits to the plant on Saturdays.

At least he could get home to his modern detached house at nearby Chester-le-Street in Durham to watch some of the late-night World Cup soccer games.

"There are many minor differences between Japanese ways of working and those in Britain," says Mr Miyajima, speaking in the big open plan product design and engineering office where everyone, including himself, sits at the same type of rather plain functional work-

desk. "Some of the mentality is different, the attitude to working. It appears to me that for my British colleagues their families are very important. They are to us too, of course, but the British show this in practice by needing to spend more time with them."

"Generally speaking I'm satis-

fed with my British colleagues. In comparison with staff in other parts of Europe they work harder and longer and have a lot of enthusiasm."

Mr Miyajima is critical of the narrowness of training of British engineers though appreciative of their depth of knowledge within their specialist disciplines. His department has just over 20 engineers, all relatively young graduates.

He demonstrates the breadth of training experienced by the majority of senior Japanese production personnel. A mechanical engineering graduate from Tokyo, Mr Miyajima has also had a stint at the University of California in Los Angeles studying multi-national companies.

As a 27-year-old he was in Mexico helping to set up Nissan Mexicana. He was also in Belgium 13 years ago, to help set up a liaison office for Nissan, adding French to his command of Spanish and English.

He came to Washington from the Nissan Technical Centre at Amsug and is likely to be in England for another three to four years.

Much of the work surrounding the delicate subject of achieving the local content commitments given by Nissan to the British Government is falling into the lap of Mr Miyajima. But he still has time to enjoy the attractions of living in the far north of England.

Like so many Japanese managers in the north-east Mr Miyajima has found the immediate friendliness of local people easy to live with. One of his and his wife Nora's three children is at Durham High School, the other two are too young for school.

He plays golf at the village of Boldon, one of the former mining villages that make up the new town of Washington, and at the sweeping course behind the George Washington Hotel near the plant. He does not seem to be as fanatical about golf as many of the Japanese however.

Instead, he says he would rather spend his weekends with the family, one great love being the day trips over the Pennines to the Lake District in Cumbria. "That place is so beautiful," he says.

Nick Garnett

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NISSAN 3

The North East

# Other Japanese companies follow

THERE IS a joke going the rounds that Nissan should be receiving commission for attracting investment to the North East. Since the car company announced its decision to come to Washington another seven Japanese companies have followed, bringing the total in the region to 13, among them Komatsu, the world's number two in earth-moving equipment.

Might the North East be on the road to emulating the achievement of Scotland, where success has bred success, and weaknesses in the economy have started to assume less and less prominence?

Most local industrialists and economists are more cautious. They have learned that one swallow has yet to make a summer. "We have to run around hard here to stay on the spot," says one. "In the North it seems you take one step forward, only to take 10 steps back," says another.

While any boost to employment prospects is more than welcome, the economy suffers from fundamental weaknesses, built up over decades, weaknesses which require equally fundamental solutions.

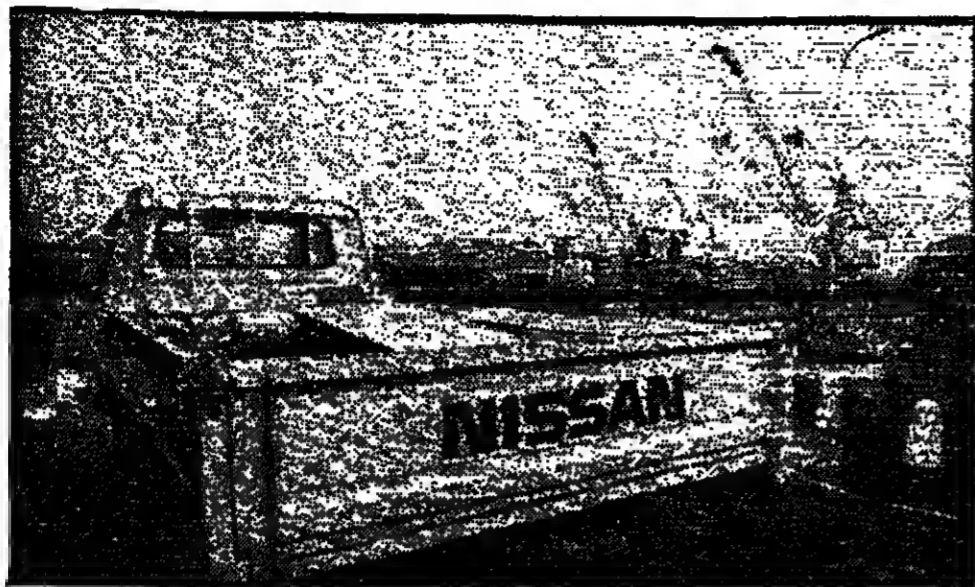
Part of the problem, according to Dr Fred Robinson, senior research associate at Newcastle University's Centre for Urban and Regional Development Studies, has been the "branch factory syndrome," with 75 per cent of the region's productive capacity subject to external control.

"These plants, brought here in the heyday of regional policy to occupy the prime-style industrial estates built during the 1960s and early 1970s, are isolated from the company's main operation.

Often they manufacture only one or two products, and have no research and development facilities. When those products become out of date, instead of plant being upgraded, the factory is closed.

"These branches are seen as distant outposts which head office managers in London or overseas consider to be expendable."

The closure, announced last month, of TI Machine Tools' factory at Blyth near Newcastle, with the loss of 440 jobs and concentration of the company's output at its Coventry plant, provides a vivid example of this "retrenchment back to



Nissan could bring jobs that have been lost in the rundown of shipyards

base," he says.

The absence of higher level management also means that branch factories do not identify with the local community," says Mr Danny Sharpe, of the DTI's regional office, in Newcastle.

"NEI is about the only very large indigenous manufacturing company in the North East. When it closed part of its operations on South Tyneside, it helped get a new enterprise agency off the ground."

The lack of demand for financial services, a growth sector in other regions, is another symptom of the branch factory economy.

"But we could not afford to be choosy. It was extremely helpful to have branch factories, particularly as traditional industries were rundown. Without them, the employment situation would be catastrophic," Mr Sharpe says.

"Catastrophic" or not, jobs in what were the region's traditional industries have been cut dramatically over the past 10 years. In the coal industry they have fallen from 22,000 to 13,000, in shipbuilding from 31,000 to under 8,000 and in steel from 26,900 to 7,400. The public sector remains a major employer, with between 11,000 and 12,000 working at the DHSS benefits complex in Newcastle alone.

The North Easterner's long-standing reliance on one of the region's monolithic employers has tended to stifle his entrepreneurial spirit, with the number of small firms created well below the national average. In the North last year, there was a 3 per cent increase in self-employment. In the country as a whole, the figure was 5 per cent.

The region also has a higher level than the national average in manual work, over those in scientific, technical, professional or managerial occupations, further explaining the slow growth in small businesses.

There have been encouraging signs, nevertheless, of a gradual broadening of the region's economic base. In Northumberland, for example, 5,000 are now employed in pharmaceuticals, while across the region, electronics companies employ 16,000. Since 1979 North-East companies have received £35m under the government's Support for Innovation scheme.

In Newcastle, a technology centre seeks to bridge the gap between industry and academia, while a regional innovation centre helps inventors develop their ideas into marketable products. The Mountjoy Research Centre, on Durham University's science campus, conceived initially as a centre for materials science, has been

partly designed to support the university's scientific community and elevate its importance in attempting to regenerate the North East's economy.

Sector working parties, each with representatives from a dozen leading companies in the region, and academics have been set up by the North of England Development Council, in conjunction with the DTI to improve the region's response to technological change.

On the banks of the River Tyne, the Britannia enterprise zone includes an ocean technology development area and a CAD/CAM training, manufacturing and service complex. A central computer complex offers computer facilities and expertise to firms nearby.

According to Mr Paul Grosvenor, responsible for inward investment from the far east of the North of England Development Council, the main agency promoting the region abroad:

"There are quite a number of major investments by electronics companies in the pipeline, but they place a very high priority on cheap, clean sites."

The government is now taking steps to improve the environment of the region, aware that its areas of depletion might deter investment by these new industries. Departments such as Environment,

Employment and Trade and Industry are working in tandem on the Newcastle and Gateshead City Action Team, the Cleveland Co-ordinating Team and Middlesbrough Task Force.

In another, perhaps more radical, move to reclaim industrial wasteland for new industry, local authorities, trade unions, private industry, the CBI and churches joined together last month in the Cleveland Initiative. This development company, which hopes to attract private and public investment into the area, has already identified 18 derelict sites to be reclaimed and provided with services.

This work would require £50m and create 12,000 jobs. A further £50m each year for the next 10 years could reduce Cleveland's unemployment rate to the national level.

Pressure is growing within the region, nevertheless, for all such initiatives to be broadened and co-ordinated under one agency, a one-stop-shop to provide potential investors with a package of land, premises and financial assistance.

The Northern Development Company (NDC) has the backing of the CBI, the TUC, all but a handful of the region's local authorities, and Northern Investors Group, which offers equity finance to North-East companies. It has presented a paper to Trade and Industry Minister Mr Paul Channon for discussion in cabinet.

According to Mr Jim Gardner, NDC's secretary: "The need for a single voice really came home to us following our success with Nissan. When the company announced its intention to come to the UK, all areas with land which could be suitable promoted themselves.

But in the North East local authorities agreed to drop out if Nissan favoured any one site.

"Our immediate aim is to encourage inward investment and economic development, but in the longer term, the NDC would hope to be involved in the community in a more general way, in environmental improvement, for example. We would hope to pull together all the region's resources, to promote inward investment and foster indigenous industry."

Alastair Guild

It was a great boost to Wearside when the Japanese car giant, Nissan chose Sunderland as the site for its first UK car plant.

That's some recommendation, but it's not only large international companies who can take advantage of the benefits on offer to employers in Sunderland. The special package of assistance to industry put together by Sunderland Borough Council is intended to help companies of all sizes, whether large, medium or small and no matter if they're new to the area or already established.

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- 1902 — First Bosch spark plug.
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- 1933 — First Bosch refrigerator.
- 1936 — First Bosch electronic TV camera.
- 1951 — First Bosch petrol fuel injection for cars.
- 1958 — First Bosch washing machine.
- 1967 — First Bosch electronic petrol injection system. (Jetronic).
- 1970 — First Bosch electronic power tool.
- 1973 — First Bosch fully electronic car radio (Blaupunkt).
- 1976 — First Bosch swivel arm industrial robot.
- 1978 — First Bosch anti-lock braking system (ABS).
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- 1967 — First Blaupunkt stereo car radio.
- 1970 — First Blaupunkt tests with radio stations for traffic information system.
- 1974 — Introduction of Blaupunkt Traffic Information and Warning System (ARI).
- 1978 — First Blaupunkt full stereo car radio cassette mechanism with station push buttons and integrated ARI.
- 1980 — First Blaupunkt full stereo car radio cassette combination with micro-computer and digital tuning.
- 1983 — First Blaupunkt car radio with station identification and speech emission goes into production.
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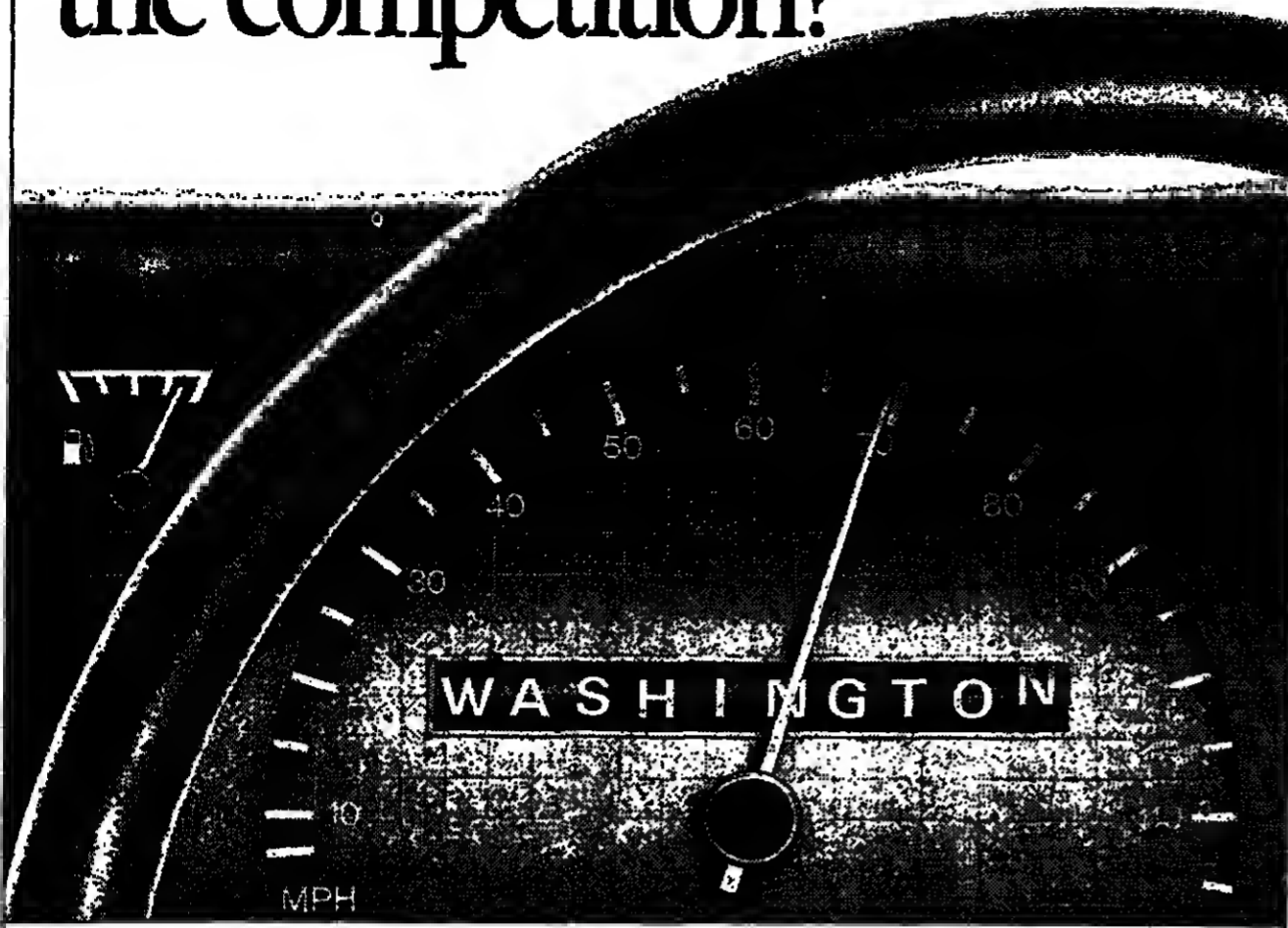
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NISSAN 4

# In the race for foreign investment, who overtook the competition?



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Nissan chose us, not just for the high standard of our facilities and infrastructure, but for the workforce (cheerful, willing and highly motivated), the suppliers (local, professional and prompt) and for the distribution network (road, rail, air and sea terminals all on our doorstep).

What you may not know is that Nissan is one of 13 Japanese companies that have selected the North East as their home.

Or that Washington itself has become host

to 30 companies from 11 overseas nations. That's in addition to the growing number of UK operations who have found that we really can help them get into profit, fast.

In short, we're building an impressive track record in attracting foreign investment into Britain. We've got the right attitude, the right resources and the right locations.

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Labour

## Ground broken by union deal

ONE SPHERE in which Nissan has broken new ground in the UK motor industry is labour relations. The framework of bargaining rights, pay systems, the role of the shop-floor supervisor and the practice of yearly appraisal for every employee, distinguishes the company from other vehicle manufacturers.

Nissan's single-union agreement with the Amalgamated Engineering Union is similar to those negotiated by Japanese electronics companies operating in the UK but unique in the British car industry.

The agreement, whereby the AEU is the sole recognised union for everyone up to senior engineer level, gives union officials no right to enter the plant let alone negotiate there. Officials may involve themselves in labour issues at Nissan only if they are invited to do so by members of the company council.

The council, which currently has 15 members, is the only discussion and bargaining body. Eight members are elected from occupational or departmental constituencies within the plant and a further six members are nominated from management. Elected members need not belong to the union.

In January the council agreed a 6 per cent pay settlement. Mr Joe Cellini, regional official of the AEU responsible for Nissan employees, was visited by members of the shop-floor and management and simply told about the agreement.

But the AEU, which secured Nissan recognition in competition with the Transport and General Workers Union and the General, Municipal, Boilermakers and Allied Trades Union, is the ratifying agency for wage agreements negotiated in the council.

The agreement with the AEU is a "no strike" deal in all but name, though it has one final let-out or "safety valve". It includes a commitment that problems will be resolved internally whenever possible.

If internal negotiation fails the agreement provides for conciliation by the Advisory, Conciliation and Arbitration Service (ACAS) and ultimately pendulum arbitration in which the arbitrator has to accept either the management or the shop-floor position in the suits which come before

him. During this whole process, the agreement effectively debars any form of industrial action. But the final stage—pendulum arbitration—is not compulsory. Indeed, both sides have to agree to arbitration before the company can go down this road. This obviously leaves the option of industrial action.

The shop-floor personnel structure is simple. Direct production workers are divided into two groups—manufacturing workers and technicians. Each small group of shop-floor workers has a team-leader and above them are 22 supervisors—one for maintenance and the others for manufacturing. Phase Two manufacturing would involve the introduction of people to be known as senior supervisors.

Job descriptions are deliberately left vague and there is a strong overall commitment to job flexibility and mobility, though this would involve a lot of extra training for Phase Two.

Nissan has a young workforce. Almost everyone below manager level is under 40. So, too, are many of the managers. Mr Brian Carolin, personnel manager and a former organisation analyst at Ford, is just 29. The average age of production workers is 25.

The pay structure is also simple; but, perhaps uniquely in the UK motor industry, it provides for increases, within specified bandings, based on individual performance.

Workers in the lowest grade of manufacturing staff earn £7,000 to £9,650. Technicians earn £9,000-£9,300 with team



Trainees on the polishing line.

leaders on £9,500 to £11,400. The banding for supervisors ranges from £12,500 to a maximum of £15,900. Senior engineers start at about £16,000 and receive lease cars from the company.

Production workers who were put through verbal, numeracy and reasoning tests were selected by team leaders and supervisors—not by the personnel department under Mr Peter Wickens, personnel director and a former British Gas and Ford senior manager.

The supervisors themselves were selected after tests devised by occupational psychologists. None of the manufacturing staff had any prior experience of vehicle-building but six of the supervisors were recruited from the motor industry. Already one supervisor has been promoted to engineer and one team leader to supervisor.

The job of supervisor is much closer to the Japanese model than that of the traditional British foreman. The supervisor exerts a great deal of control

over job times within parameters set by production engineers; he also acts as a kind of counsellor for the production workers under him and is responsible for appraisal.

Japanese factories in Europe have tended to be much closer in concept to indigenous companies than the more innovative Japanese plants in the US. It has yet to be seen whether the Nissan appraisal system will come to mean as much in practice as it does in Honda's car-assembly operation in the US.

But Nissan does believe in a considerable amount of equality at its UK plant. Hours of work, holidays (25 working days a year), overtime premiums, pensions and sickness pay are the same for everyone. After one year's service a worker is entitled to one year's full pay during a long illness, with an insurance scheme that provides half pay after that. The factory has so far had less than 1 per cent absenteeism.

Nick Garnett

## Pyramid of control

MANAGEMENT STRUCTURE is as clearly delineated and free from top-heavy classification as the shop-floor workers. A main factor in decision-making is the inclusion of people from a wider range of departments than is common in most European car factories.

The plant has one managing director—Mr Toshikazu Tsuchiya, former boss of Nissan's Tochigi plant in Japan, under whom are seven directors. Four of them are Japanese, responsible for design, production, engineering, finance and quality control. The three more outward-

facing jobs that involve managing resources and people are in the hands of British directors. Mr Ian Gibson, a former Ford manager, heads purchasing and production control; Mr Peter Wickens is in charge of personnel and labour relations; and Mr John Cushman heads production.

Each of the British directors has a senior Japanese "adviser" acting as go-between with Japanese component and equipment suppliers and with Nissan in Japan. These are among the 20 or so semi-permanent Japanese executives.

Below this level, the management structure begins to look like that of a Western car plant. There are 17 managers, all British, spread across the three departments of production, engineering, and administration.

Then there is a tier of senior supervisors (to be appointed under Phase Two), senior engineers, and senior controllers in administration all with equal status. Below this level, in the three departments respectively, are supervisors, engineers and controllers.

Nick Garnett

*Japanese ideas, British craftsmanship.  
Joined to make a quality product  
the European motoring world welcomes.  
That's an event we can all take pride in.*

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NISSAN 5

Equipment

Obedience ethic rules suppliers

PRODUCTION equipment at Washington comprises nothing revolutionary in car assembly techniques though the plant uses some that are unique in the UK.

It is a sound facility that has been well installed, the most modern of its type but not the most highly automated, says Mr John O'Shaughnessy, director of production and former manufacturing manager at Austin Rover's Cowley factory.

The production layout was designed in Japan and the tooling decisions taken and purchased carried out by Nissan in Tokyo and by Nissan Machine Tool.

The plant—which is not dissimilar to though smaller than Nissan's factory at Smyrna, Tennessee—was laid out by Japanese engineers while Nissan Machine Tool installed the jigs and robots.

The plant represents a co-operative effort by the Japanese and British equipment suppliers. Some nine main British contractors supplied equipment, mainly assembly tracks, conveyor systems and paint-shop plant.

About £25m of the £50m overall project cost was spent on factory equipment. Of this, says Nissan, about 70 per cent was spent in the UK, and most of

the rest in Japan. A sizeable proportion of the UK content, however, was accounted for by equipment made in Japan by associate companies of the UK suppliers. For example, Haden King supplied the main overhead conveyor for the paint shop, but the related floor system was manufactured by NKC of Japan with which Haden King has a technical agreement.

Nissan insisted on, and in some cases arranged for, a Japanese partner for most of the UK contractors. In general, the UK contractors found Nissan pretty demanding to deal with and pricing was fiercely competitive given Nissan's relatively low capital budget.

Japanese companies are used to dealing with suppliers who are fairly subservient to the purchaser. "Obedience" is a key word in Japanese industry. This concept can obviously prove difficult in Britain, where contractual relationships are somewhat different. This tended to manifest itself in tetchiness between Nissan and some suppliers where Nissan set the performance criteria for the supplier to meet those criteria within the agreed price.

One supplier complained that Nissan changed the specifications but still expected to buy the equipment at the original price.

Even so, Nissan has been pleased with the equipment and with the attitude of most of the UK manufacturers. The only significant problem that had to be overcome, says Nissan, was in the UK engineers to understand the logic involved in the Japanese software for the robots. The robots were supplied by Fanuc of Japan, and, for the welding processes, by Nissan itself.

The factory is spacious, with wide aisles and the Japanese-style rest areas, one for each group under the 22 supervisors, with comfortable seats, team-making facilities and blackboards where quality issues, production schedules and training plans are discussed with chalk-written diagrams and figures.

Electronic "scoreboards" giving read-outs of the daily production target and the actual output figure hang from the roof. The layout has been designed so that workers carry out most of their tasks at a height of 1.5 metres.

The plant has been so designed that under Phase Two the manufacturing, paint shop and assembly lines could remain as they are, even if they had to be expanded. But the

body shop would be dismantled and replaced.

Among the UK contractors, Babcock Fata secured a £2.7m order for the body, assembly and final trim facility, including overhead and floor conveyor systems and a type of monorail handler.

Inco installed much of the equipment in the body shop while other conveyor suppliers included Transair. Suppliers to the paint shop included Flak and Kitamair with Binks Bullows providing painting equipment and Devil Bliss the autospray facilities. The French company Sciaky was also an equipment supplier.

The main assembly track is known as the Lager Line, derived from the Japanese tiger and the British lion.

An unusual feature — which is in use on at least one other car assembly line in the UK motor industry — is the removal of all four doors from the painted body before it reaches the final trim line.

The doors are taken off by a "manipulator" and moved by conveyor to a part of the plant where the doors can be trimmed and fitted into an independent power source to check the window lifts and central locking devices. A computer ensures

that the doors are returned to the bodies from which they taken.

A feature that is probably unique in Britain — though not as some other car-producing countries — is the body-tilting facility which allows easier access for the assembly workers on the line.

At three locations in the plant each car is tilted to a different angle in relation to the work station.

At one point its front end is raised by 30 degrees so that components can be fitted more easily into the engine bay. The car is also tilted on to its side to make the fitting of suspension components and brake pipes less arduous while at a third location it is tilted the other way for underbody wax treatment.

There is nothing remarkable about the steel-framed production and office structure, nor the paint shop connected to it by an undercover conveyor system. But what was somewhat unusual was the relatively short building period McAlpine had to

contend with. Excavations began in October 1984 and the buildings were ready by December 1985. This was preceded by just six weeks lead time for design work.

The relatively small complex of two storeys is made up of 54,000 sq metres production space, 6,000 sq metres of administration offices and a 20,000 sq metres paint shop. There are also three miles of road on the 297-acre site.

Nick Garnett



Fast-track construction

THE NEW assembly plant and office building on the former Sunderland Airport site shares many design features with Nissan's factory at Smyrna, Tennessee, though the finish and outer cladding of the UK building is of much lower specification.

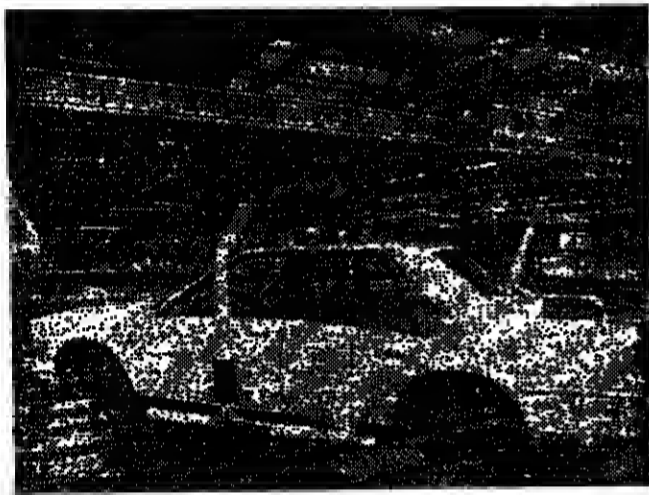
Civil engineering companies bidding for the contract were told that if they expected to construct a building as expensive as that in Tennessee they were barking up the wrong tree. Out of a final list of four

companies, Sir Robert McAlpine won the £22m contract to design and manage the project. Negotiations and discussions throughout were conducted by McAlpine solely with Japanese engineers.

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Nick Garnett



About 70 per cent of the cost of factory equipment was spent in the UK

Local Industry

Few can meet stiff standards

COMPETITION between British component suppliers for Nissan contracts has been understandably intense. The Japanese company's decision to locate in Washington provided a potential lifeline for an industry otherwise facing massive overcapacity.

Within a month of Nissan's announcement 1,000 companies approached Washington Development Corporation alone. Yet it soon became clear that few of these could hope to meet Nissan's procurement requirements.

Car component manufacturers to the North East had, it would seem, the greatest difficulty in convincing the Japanese company that they could comply with its tight specifications. Of the 27 British manufacturers announced last month to supply parts for the first Bluebird cars, only three have a presence in the region, and all with some Japanese involvement.

A joint venture formed last year between Haden and Hoover Universal will supply seats; Sumitomo, which took over Dunlop's factory has a contract for tyres; while next door to the Nissan plant, TI, in a joint venture with Nihon, will make exhausts.

There are three possible explanations for the poor showing of local companies. Many were unaware, to start with, of the ways of Japanese industry. Now local Chambers of Trade are inviting Nissan to talk to their members about what the company expects from its suppliers.

The prospects were further limited by the absence of any local tradition of car manufacturing, according to Dr Ian Smith, of Newcastle University, who has made a close study of the car component industry.

Mr Ian Gibson, Nissan UK's purchasing director, says: "We haven't ruled out North East suppliers. Perhaps if we go to the next phase, there might be a stronger inclination on their part to invest more in plant and machinery to secure more orders."

Wherever feasible, Nissan works with manufacturers to help them build up to the company's rigid specifications. Development work is a key requirement with six UK companies, two of them in Newton Aycliffe.

Jonas Woodhead, which makes suspension springs and tail-end engineering, producing suspension arms, are "one or two steps away" from signing contracts.

Nissan is also viewing the possibilities of sourcing from non motor industry specialist companies in the region. It is in discussion with 30 local, mainly general engineering and press work companies, and says it would help with the cost of any necessary retooling.

Some local authorities, such as South Tyneside and Sunderland Borough Councils, say they too could help local companies re-equip and train young people for the new skills required. Mrs Jeet Snaith, Sunderland's industrial development officer, hopes that some of the retraining for redundant shipyard workers provided by British Shipbuilders Enterprises will be directed towards improving prospects for employment in Nissan and other companies servicing Nissan.

Washington Development Corporation says it has been approached by several companies thinking of setting up near Nissan should Phase II proceed. It has 300 acres of serviced industrial land, some of it with advanced facilities, within sight of the Nissan plant.

The corporation is preparing for the future in other ways, talking to Nissan about the sorts of skills that young people need to learn now to meet the company's needs when there is growth in employment.

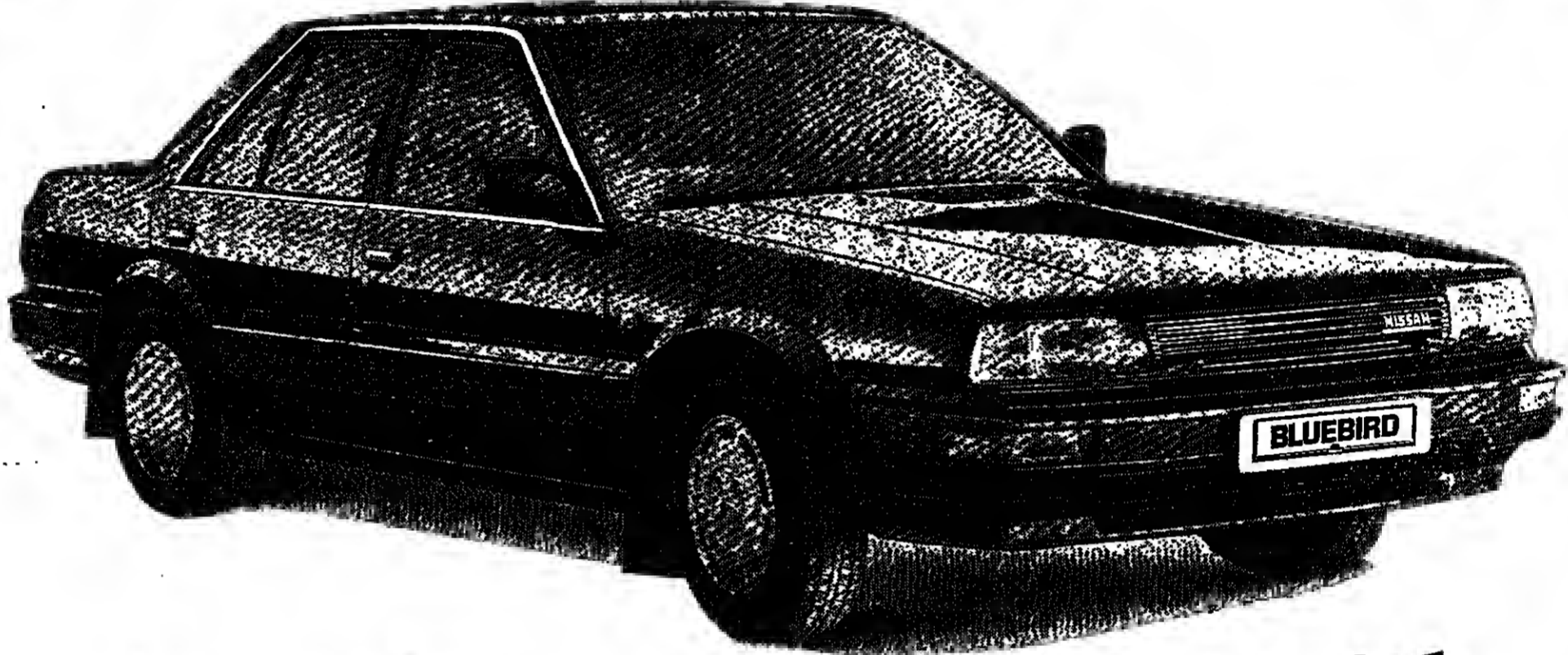
Tyne and Wear County Council also had an eye for the potential employment opportunities presented by businesses moving in to supply Nissan, when it spent over £5m on the acquisition and preparation of Boldon Business Park on the A19, seven miles from Newcastle and five miles from Sunderland, and Hadrian Business Park, close to the A166.

According to Dr Smith, there is the risk that the north east might benefit at the expense of areas such as the West Midlands. If Nissan makes inroads into the market share of UK car manufacturers such as British Leyland, there is a real possibility that car component manufacturers would relocate here from other unemployment blackspots, he says.

In contrast, Nissan has been able to meet most of its requirements from within the region, with services, general catering, tools, office furniture and carpets all being supplied locally.

Alastair Guild

The Nissan Bluebird



There's no comparison with any car ever built in Britain.

The world's most advanced car factory is commencing operation. It cost £50m to build. It employs technology that's way ahead. Even by Japanese standards.

And it's here in Britain to produce a car that, within its class, has no comparison. The new British-built Nissan Bluebird saloons.

No comparison for comfort.

When it comes to comfort, the Nissan Bluebird is literally inches ahead. Sit in the luxuriously upholstered seats and you'll find that, unlike some other cars, your head's not a hair's breadth from the roof.

The Bluebird offers more front headroom than either Ford Sierra or Vauxhall Cavalier. You'll also discover more inches to the foot, with more front leg-room than the Sierra, Cavalier or Montego. We also go to greater lengths to ensure you're sitting comfortably.

Every Bluebird features contoured front seats with proper lumbar and thigh support.

No comparison for luxury.

Here again, we're better equipped to make a few claims.

Who else offers power-assisted steering, 5-speed gear-box, tinted glass and rear seat-belts as standard?

On the SGX, there's a heated driver's seat, central door-locking, electric windows front and rear, illuminated driver's door-lock and

an advanced 4-speaker stereo/cassette system. On the Turbo ZX, you'll find 3-way adjustable suspension and electrically controlled lumbar and lateral support for the driver's seat.

No comparison for pleasurable driving.

Multi-adjustable seats, tilt adjustable steering and electrically operated door mirrors make it easy to achieve the perfect driving position.

Thanks to the lively performance from a choice of 1.6, 1.8, 2.0, turbo and diesel engines, with suspension specially designed for British roads, driving is both effortless and rewarding.

Even when negotiating tight spaces. A smaller turning circle than the Sierra, Cavalier or Montego means the Bluebird runs circles round all three.

Fuel bills are tightened too. There's a 13.2 gallon tank that, in the 1.6 can take you nearly 600 miles at cruising speeds.

No comparison for quality and reliability.

Every car manufacturer will promise reliability. With a Nissan Bluebird, it's guaranteed.

The Bluebird will be the first British-built car to carry a 6-year anti-corrosion warranty plus a 3-year or 100,000 mile mechanical warranty (the equivalent in fact of going 4 times round the world without a worry).

Unlike the competition, who can charge over £200 for their more limited warranties, ours is free. Because at every stage of design and production, manufacture is geared to durability.

Consequently, over the last 15 years, warranty claims have averaged under £5 per car, a fraction of some competitor's costs and proof that your Bluebird will be a pleasure to own, not a source of frustration or inconvenience.

The Bluebird. In a class above its price.

When you consider the Bluebird's level of comfort, luxury and equipment, there's really no other car in its class that comes near.

However, there's one important comparison we welcome you to make. The price. Starting at just £6,699, you'll find the comparison extremely favourable.

Right now they're starting to build Nissan Bluebird saloons at the new Nissan UK car plant. So ask to see all 24 Bluebird saloons, hatchbacks and estates at your local Nissan dealer now.

There's no comparison.



THE WORLD'S MOST ADVANCED CAR PLANT AT WASHINGTON, TYNE & WEAR.



## NISSAN 6

## Component Suppliers

## Bluebirds becoming British

WHEN THE first full-production Nissan Bluebirds roll off the line at the Washington plant in the next few days, each will include parts from 27 UK component suppliers.

They will account for about 20 per cent of the cars' content. More components from UK and other European suppliers are undergoing appraisal and testing. It will not be too long, suggests Mr Ian Gibson, Nissan UK director of purchasing and production control, before the 'local' content of the Washington cars is pushed up to 40 per cent.

Drive-shafts and suspension parts are some of the latest items under consideration for substitution, thus shrinking the value of the kits imported from Japan from which the Washington Bluebirds are being built.

Existing UK suppliers include Pilkington Glass, through its Triplex subsidiary, which is providing all glass; NP Ecco of Southend (instrument panels and bumper mouldings), Lucas Electrical (alternators and batteries) and BTR (steel wheels).

Some 60 per cent of the tyres are coming from the nearby SP Tyres (formerly Dunlop) plant now owned by Sumitomo of Japan. The contract is worth £1.25m in a full year, involving the supply of 72,000 tyres at Washington's planned 24,000

cars-a-year initial "phase one" assembly rate.

That represents only about 5 per cent of output at the Washington tyre plant, where 480 are employed. So with productivity increasing at the rate of about 15 per cent a year, Nissan's presence will have no beneficial impact on employment.

But the tyre company makes clear that provided Nissan does move to phase two and production of more than 100,000 cars a year, regarded as a near certainty, the "help wanted" advertisements would start being placed, although the company is not prepared to forecast numbers.

The expected commitment to phase two, likely to be made public next year, would necessarily involve Nissan in further increases in the production of components sourced within Europe.

Under the heads of agreement with the UK Government, the production of 100,000 cars a year would require at least 60 per cent European content initially, rising to 80 per cent as quickly as possible.

The extent to which Nissan would employ UK components in the initial assembly phase, to which all cars produced are counted as imports and thus involving no formal commitment to using British parts, has been seen from an early stage as something of a litmus test will be our own vehicle.

of the capabilities of the UK components industry.

Certainly Nissan's UK subsidiary has been painstakingly thorough in assessing their quality and reliability. Sample orders by Nissan led to trials lasting many months before being converted to production-line contracts. But Mr Gibson has been anxious to lay at rest any notion that the UK components industry — or at least part of it — is not capable of making the grade.

The successful suppliers admit privately that they have had to work hard to meet Nissan's standards. But the consolation is that, contrary to usual European practice of putting out business to tender each time a model change is made, Nissan intends that the component makers with whom it is doing business should be long-term suppliers.

The approach is a challenging one for suppliers, as it will require them to do their own design and development of components rather than merely making them to Nissan's specification.

Mr Gibson makes clear that the Washington-built Bluebirds are not simply clones of their Japan-built counterparts, and will diverge even further to the extent where, presuming full manufacturing goes ahead, "the car eventually produced as something of a litmus test will be our own vehicle."

Japanese and Washington models already diverge in minor ways, and there will be steady further development of the Washington cars as typical European-style products, he stresses.

One of the "myths" about what Nissan would require of its suppliers has already been dispelled; namely that anyone wishing to supply would have to set up a satellite production facility at Washington to allow for the well-known Japanese "just-in-time" component delivery procedures.

If a supplier was adding capacity specifically for Nissan, then it would make sense to site a plant nearby but no such instance has been made. The incentive to set up satellite plants, would be greater under phase two production.

Another fear which has not yet materialised is a flood of Japanese component suppliers setting up around Washington, squeezing out indigenous UK companies.

The component makers are coming in, but via joint ventures with UK concerns. These include TT Silencers and Nihon, producing the cars' exhaust systems, Hoover Universal and Ikeda Bussan (seats and headlinings) and Kanto Seiki (supplying tooling to NP Ecco for the instrument fascias).

John Griffiths



A Japanese worker on the Nissan assembly line in Washington

## UK Motor Industry

## Aiming for the magic 10%

EXACTLY 105,517 Nissan cars were registered in Britain last year. They represented a market share of 5.76 per cent for Nissan UK, the privately-owned company run by Mr Octav Botnar which imports Nissan cars to Britain.

The share was down slightly on 1984's 6.08 per cent. And this was despite the fact that towards the end of last year, Nissan UK actually pre-registered several thousand cars which at the time did not have final owners.

It did so in order to ensure that its 1985 allocation under the Anglo-Japanese gentlemen's agreement, restricting Japanese imports to 11 per cent of the market, would not be cut. It is also backing them up with literature, demonstrators and other support.

And they are to stick Nissan's toes in the business car water with smaller companies, those running a dozen vehicles, in the belief that they can reach the decision-makers more easily. Another factor, says a Nissan UK spokesman, is that "this size of company also tends to be more willing to experiment".

There are said to be at least 300 demonstrator cars now being used by such companies on assessment exercises lasting several weeks or more. Any major efforts to get into big fleets will wait until after phase 3 goes ahead. This is because "it's very difficult to get on a big company's approved list and it takes a long time. But once on, you can get into the situation where you get a 'phone call saying we want 200 Bluebirds next week'".

Nissan UK professes itself "not to have been terribly surprised" by the curvy, on the basis that there is no attempt to disguise the Washington Bluebirds' Japanese parentage.

In fact, the perceived qualities of Japanese cars, reliability and so on, are to be actively used by Nissan UK to sell the Bluebirds on the basis that "the plant in the North-East is committed to making them as well or better than the cars produced in Japan".

The big three volume makers, Ford, Austin Rover and Vauxhall/Opel believe Nissan will have a very difficult time establishing a foothold in the business car sector, and that any Nissan gains therefore will be felt to a small degree across a wide spectrum of the market.

Another view, expressed by Mr Guy Bergued, managing director of Renault UK — also trying hard to increase its fleet sales, particularly with the just-launched 21 model — is that "it will be the current market leaders who will be the ones with the wide spectrum of customers although we'll all have to adapt and be more constructive and competitive."

He adds: "It's a pity that European governments and manufacturers have not been able to control the Japanese setting up before there exists a true European motor industry and a policy for it..."

About 60 per cent of the respondents said that even the

Washington-built cars will be regarded as Japanese; the perhaps consoling aspect for Nissan being that many said their view might change if Nissan really did move to high volume manufacturing with a genuinely high level of UK or European components.

Nissan UK itself is quick to draw a distinction with the fleet market. "The word 'fleet' implies orders for hundreds or 1,000 at a time, and at this stage we simply couldn't cope," said a spokesman.

Instead, what the company has been doing this year is to train some 150 sales people so far, at individual dealerships, on selling to business users. It is also backing them up with literature, demonstrators and other support.

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John Griffiths

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Congratulations to Nissan on the completion of the production line and our best wishes for continued success as a major UK company.

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Samuel Montagu & Co. Ltd. has

acted as a manager in the Eurobond issues by Nissan Motor Co. Ltd. in Japan both in the US \$ fixed rate and equity convertible sectors.

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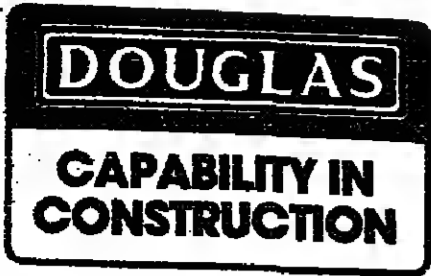
NISSAN

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# SECTION II - COMPANIES AND MARKETS

## FINANCIAL TIMES

Tuesday July 1 1986



### Texas partnership bids for Panhandle Eastern

BY WILLIAM HALL IN NEW YORK

MR Cyril Wagner and Mr Jack E. Brown, two wealthy Texas oilmen, have made a \$2.2bn bid for Panhandle Eastern, the US natural gas pipeline group, which said last week that it had rejected a takeover approach from an unidentified third party.

Star Partners, a partnership wholly owned by Mr Wagner and Mr Brown, has offered \$50 a share for the company, consisting of \$30 cash plus preferred stock with terms which would be designed to have a trading value of \$20 on a fully diluted basis.

The shares of the Houston-based Panhandle Eastern jumped by 57% to \$48.50 last week after widespread rumours that a group of investors, including Mr Wagner and Mr Brown and possibly including Mr T. Boone Pickens, the noted corporate raider, was planning a takeover attempt. Early yesterday, Panhandle shares were being traded another \$1 higher at \$49.50.

Panhandle, which earned \$125m

or \$2.63 a share, on revenues of \$2.8bn last year, said on Friday that it did not intend to engage in discussion or negotiations of an acquisition at this time. Yesterday, however, the company said the "unsolicited proposal" would be considered by its board and "responded to in due course."

Mr Wagner and Mr Brown rank among the biggest private oil and gas producers in the US and have been involved in a number of contested takeover bids for energy concerns. They helped finance Mr Pickens' hostile pursuit of Gulf, one of America's biggest oil companies, which was eventually forced to seek a friendly merger with Chevron. Earlier this year they joined forces with Freeport-McMoran in an unsuccessful \$2.7bn bid for Midcon, another major gas pipeline group. It was forced to seek a friendly takeover from Dr Armand Hammer's Occidental group.

Panhandle has been hit by the slump in oil and gas prices and a

### Chicago Sun-Times sells for \$145m

By Paul Taylor in New York

MR ROBERT PAGE, president and publisher of the Chicago Sun-Times, and an investor group led by Adler & Shaykin, the New York-based management leveraged buy-out specialists, yesterday agreed to acquire the newspaper group from Mr Rupert Murdoch, the Australian-born media magnate, for \$145m.

The sale, which was mooted last week, includes the newspaper, which Mr Murdoch's News America group bought in January 1984 from Field Enterprises for about \$100m, together with its assets and property including the seven-story Sun-Times building.

The newspaper has been on the auction block since Mr Murdoch indicated he would satisfy US Federal Communications Commission (FCC) requirements related to his purchase earlier this year of six television stations from Metromedia for \$1.55bn.

FCC rules prohibit the ownership of newspapers and television stations in the same market. News Corporation, which must also sell the New York Post newspaper, was granted a two-year waiver by the FCC to sell the newspapers.

### Strong first half for Club Méditerranée

By Our Financial Staff

STRONG TRADING in the US has helped to lift profits at Club Méditerranée, the French holidays group, by 22% per cent for the first six months of this year.

Turnover for the half year - ended April 1986 - totalled FF 2.7bn (\$38.5m) little changed on the year. But net profits have risen to FF 82m from the FF 67m of the first half of last year.

Club Méd said says profits rose strongly in the US despite the weakness of the dollar.

Club Méd Inc, the US unit which is listed on Wall Street, increased net income from FF 17.9m to FF 20m. This company handles the group's North American and Asian operations.

But the main driving force behind the stringer group interim result has plainly been a reduction in losses - from FF 59m to FF 22.4m among Club Méd's low-season operations.

### Kredietbank rights issue

By Tim Dickson in Brussels

KREDIETBANK, the third-largest of Belgium's commercial banks, has decided to press ahead with plans to launch a Bfr 4bn (\$86.5m) rights issue.

Mr Jan Huyghebaert, chairman, revealed just over two weeks ago that the bank was considering such a move, which comes at a time when confidence in the Brussels stock market appears to be returning after its recent setback.

Kredietbank's issue - a one-for-eight at a price yet to be announced - follows similar capital-raising exercises by its two big rivals, Société Générale de Banque and Banque Bruxelles Lambert, in the last three months.

### US TRANSPORT GROUP ISSUES TWIN ULTIMATUM

## Greyhound bus may face final run

BY CHRIS CAMERON-JONES

THE GREYHOUND name may have disappeared from the US bus operating scene by the end of this year, after more than half a century of existence. Mr John Teets, chairman and chief executive of Greyhound, a name synonymous with intercity bus services, yesterday indicated that this was now a very real possibility.

Mr Teets, in London to see the first day's trading of his company's shares on the London Stock Exchange, said that if further concessions could not be secured from the unions when their contract expired on October 31 and if the bus division looked unlikely to achieve a target of 15 per cent return on capital, the operations would be sold.

The bus activities are already packaged as four autonomous regional units that could be disposed of to employees or non-unionised operators, for instance, but without the Greyhound name.

The prospect of total withdrawal from bus operating business with \$87m a year turnover has loomed much closer since Mr Teets took over the driving seat in 1982 and began seeking large cuts in the bus units pay and routes. Matters started to come to a head in January when the unions rejected a demand for further concessions, including the closure or disposal of 90 terminals involving 3,000 jobs.

The logic of dropping the terminal is based on the fact that it costs 45 cents in a dollar taken in fares to operate a terminal while using agencies costs 15 cents.

Despite the union's vote against the move Greyhound is going ahead. Mr Teets said efficiency at terminals already sold to employees had improved dramatically.

The logic of dropping the terminal is based on the fact that it costs 45 cents in a dollar taken in fares to operate a terminal while using agencies costs 15 cents.

Mr Teets said of Europe: "We have not done a good job here at all. We have not been aggressive in our licensing or manufacturing programme."

"Consideration is being given by our Dial Corporation subsidiary of a manufacturing base in Europe. That could be the next step."

However, financing for such a deal would probably be raised in the US, Mr Teets said. A recent fund-raising operation was attempted through Switzerland, but it was



I could not get rid of them. It's 80 hours by bus five by air."

The impact is clear from the statistics. Over 10 years the number of passengers carried has fallen from 85m to 33m. Since 1981 operating income has fallen from a peak \$71.4m to a \$30.2m loss in 1983 before recovering to \$54.4m profit last year.

The recent upturn can be attributed to Mr Teets. The group is undergoing what he described as a major restructuring: "Greyhound today will not be what you see in two years. Some companies could be sold and companies acquired."

But Mr Teets ruled out buying an airline such as the troubled People Express, now up for sale, as "jumping into the fire."

The most likely immediate step by the group, following its London share listing, would be to acquire a European manufacturing base for its consumer products, especially for Purex Industries, the soap products company acquired last year.

Mr Teets said of Europe: "We have not done a good job here at all. We have not been aggressive in our licensing or manufacturing programme."

"Consideration is being given by our Dial Corporation subsidiary of a manufacturing base in Europe. That could be the next step."

However, financing for such a deal would probably be raised in the US, Mr Teets said. A recent fund-raising operation was attempted through Switzerland, but it was



John Teets, Greyhound chairman

found that finer rates were obtainable in its domestic market at present.

Overall Mr Teets, at 52 a great believer in personal physical - as well as corporate - fitness, sees Greyhound developing as a consumer products and services group. On the household products side it has Dial, having acquired what became Armour-Dial in 1970.

In manufacturing it will continue to be the largest bus maker in the US with around 80 per cent of that 1,800 vehicles a year market.

Even without its own bus services Mr Teets sees its manufacturing division continuing to serve an albeit declining market. As a counter to this shrinkage the group has entered a joint venture with a Dallas engineering company to make computerised-loading car transporters. These vehicles, which carry the cars in enclosed coolers, offer delivery cost savings of between \$350 and \$400 a car, says Greyhound.

This venture is absorbing the slack on the 1.8m sq ft (149,000 sqm) production floor at its 2,500 units a year bus factory at Roswell, New Mexico.

On the \$657m a year financial services side Greyhound will maintain extensive equipment leasing interests and hope for an eventual recovery in ship leasing after four years in depression.

The group also owns a small bank in London which it aims to promote to the small businessman

and entrepreneur. "We see ourselves developing services for particular niches in different markets," Mr Teets said.

One such niche has been identified with the acquisition of two cruise ships, one, of which, the Oceanic, is the world's eighth-largest cruise liner.

In conjunction with Disney World in Orlando, Greyhound offers a cruise and a visit to Disneyland. It does not plan to enter the commercial cruise market.

In a separate diversification, two weeks ago the group acquired Aeroplex which has 85 gift shops around the US.

A regrouped Greyhound can, therefore, be expected, with or without the bus division. But while Mr Teets is around, it will not be wagging its tail if the return on capital is around 15 per cent. Last year, after writing off \$19.4m against alleged fraud discovered in its leasing side, it turned in net income of \$120m, or \$2.48 a share. This was \$5m down on the previous year and at 10 per cent return well short of the target.

UK investors yesterday gave Mr Teets' efforts at Greyhound a muted welcome, and the shares closed little changed on the day at £234.

### Daimler-Benz board expected to back management changes

BY JONATHAN CARR IN FRANKFURT

A COMPREHENSIVE plan to reorganise the top management structure of Daimler-Benz, West Germany's biggest industrial group in sales terms, is expected to be approved today by the company's supervisory board.

The scheme is designed to take account of Daimler's fast diversification into a broadly based high-technology concern from one previously concentrating very largely on vehicle building.

The key aim is to ensure optimal co-operation and technology transfer between the Daimler-Benz parent and its new acquisitions - MTU (engines), Dornier (aerospace) and AEG (electronics).

The Daimler "spending spree" since early 1985 has produced a group which this year will have sales of around DM 66bn (\$40bn) - clearly ahead of other big German concerns like Siemens (electronics) or Volkswagen (vehicles).

Assuming that, as expected, the supervisory board gives the green

light, the plan will be publicly announced to shareholders at the annual meeting tomorrow by Mr Werner Breitschwerdt, Daimler's chief executive.

The scheme has been under intense debate within Daimler for months, and no details are being officially released ahead of the crucial supervisory board meeting.

However, it is believed that the executive board will be both revamped and enlarged and that a new committee, made up of key board members, will oversee co-ordination between group companies.

Up to now, the executive board has had nine members (one of them a deputy) and has been organised along functional, not divisional, lines. So board members have responsibility for broad fields, such as production, sales, materials procurement and so on - but not for specific product groups.

Under the plan it is expected that for the first time one board member will be specifically responsible for

cars and another for commercial vehicles.

It is also believed that the chief executives of the three recent acquisitions - namely Mr Heinz Dürr (AEG), Mr Hans Dinger (MTU) and Mr Johannes Schäffler (Dornier) - will all gain seats on the Daimler executive board. It is not clear whether this enlargement will happen immediately or step by step.

In another move a "structure committee" is expected to be set up with members including the chiefs of the three acquisitions - probably under the chairmanship of Mr Edward Reuter, Daimler's finance director and a foremost proponent of the company's diversification strategy.

The supervisory board is in for changes too because of Daimler's diversification. After tomorrow's shareholders meeting Mr Marcus Bierich, Bosch chief executive, and Mr Heribald Nörger, finance chief of Siemens, will give up their posts on the supervisory board.

### Beech Aircraft lays off office staff

By Our Financial Staff

BEECH Aircraft, the loss-making light and business aircraft manufacturer owned by Raytheon of the US, yesterday announced that it was laying off about 100 white-collar employees in an effort to cut costs.

The cuts are to be made at Beech's headquarters at Wichita, Kansas. The company insisted that there would be no cuts at its factories elsewhere in the US. It also said there would be no effect on its current aircraft production.

The Starship, a highly innovative business aircraft with a lightweight graphite airframe and two rear-mounted turboprop engines which will sell at about \$3.5m, is expected to come to the market by the middle of next year.

### Data General unveils restructuring plan

BY PAUL TAYLOR IN NEW YORK

DATA GENERAL, the US computer group which is in the midst of a corporate reorganisation designed to improve its results in the face of sluggish demand, yesterday unveiled a wide-ranging restructuring plan. This includes an expansion of the company's North American sales and engineering operations matched by a further reduction of its administration and support staff.

The actions will mean a \$5m charge in the group's third fiscal quarter which ended yesterday. The Westboro, Massachusetts-based group recently announced an additional \$6m charge in the latest quarter because of the closing of plants in Texas and Hong Kong and job cuts totalling 400. It said the lat-

est action represented the final phases of its corporate restructuring begun a year ago.

The restructuring, which follows sharply lower quarterly earnings over the past 12 months, is designed to "improve worldwide operating efficiency, increase capacity utilisation, lower costs and improve sales."

Data General, which reported a sharp 78 per cent decline in net earnings in its fiscal second quarter ending March 31, said it planned to increase the number of North American sales, systems engineering and research and development jobs by 15 per cent to 20 per cent and to reduce administrative and support jobs by about 500. Data General employs 16,900 people.

## ROBECO AND ROLINCO: DISTRIBUTOR STATUS

Robeco and Rolinco are pleased to announce that following discussions with the Inland Revenue and the Treasury, a new clause has been introduced into the Finance Bill 1986 which will have the effect, when enacted, of amending the offshore funds legislation in the Finance Act 1984 by altering the conditions for certification for distributor status. As a result of these alterations Robeco and Rolinco now expect to qualify.

Distributor status can be granted for an accounting period only after it has closed. Rolinco therefore expects to qualify for the financial year ending 31 August 1986. Robeco, following some minor adjustments to its subsidiary holdings prior to the end of the year, expects to qualify for the financial year ending 31 December 1987.

The amendment will not have retrospective effect. This means that any person resident or ordinarily resident in the UK who disposes of Robeco shares which he acquired before or during the period from 1 January 1984 to 31 December 1985 will still be subject to income tax and not capital gains tax on any gain arising on their disposal at any time after

1 January 1984. Similar treatment will be accorded to a Rolinco shareholder who acquired his shares at any time during the period from 1 January 1984 to 31 August 1985.

Where the gain was realised on Robeco or Rolinco shares acquired before 1 January 1984 only that part of the gain reflecting the increase in the value of those shares since 31 December 1983 will be subject to income tax. At that date the value of a Robeco full share was £74, and of a sub-share 740p held in the National Provincial Bank marking name and 732.5p for the sub-shares held in other marking names. At the same date the value of a Rolinco full share was £71, and of a sub-share 710p for sub-shares held in the National Provincial Bank marking name and 695p for those sub-shares held in other marking names.

Robeco and Rolinco will keep shareholders informed of future developments affecting the funds' status under the offshore funds legislation. Shareholders who are in any doubt as to their tax position should seek advice from their accountant, solicitor, or other professional advisor.

## ROBECO GROUP

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We are pleased to announce the appointment of

**Ian Perkins**

AS  
President  
James Capel Securities Inc.

James Capel Securities Inc.  
405 Lexington Avenue  
New York, New York 10174

Tel: 212/808-6500 • Fax: 800/CAPEL US • Telex: 503717 • Fax: 212/687-1650

**AZIENDA AUTONOMA DELLE FERROVIE DELLO STATO**

Floating Rate Notes due June 1988  
US\$100,000,000

The interest rate applicable to the above issue in respect of six month period of 184 days commencing June 30, 1986 has been fixed at 7 1/4% so that accordingly the interest payable in respect of such period (calculated on the basis of a year of 360 days for the actual number of days elapsed) will be made on December 31, 1986 at US\$370.56 for US\$100,000 Note and US\$3,705.56 for US\$1,000,000 Note.

The Fiscal Agent  
**BANQUE PARIBAS (LUXEMBOURG) SA**

**INTL. COMPANIES & FINANCE**

**Ambassador Hotel board stays silent on government probe**

BY CHRIS SHERWELL IN SINGAPORE

THE BOARD of loss-making Ambassador Hotel, a Singapore quoted company under investigation by the Government's fraud squad, was yesterday unable to answer several pointed questions at the company's annual meeting.

According to those present, the questions related to the inquiry into the company's activities by the Commercial Affairs investigation department and to the manner in which certain directors purchased their shares by means of forward

contracts. One of those directors, Dato Abdul Razak, resigned last Friday. Another, Mr Manharlal Gathani, previously gave notice of his resignation effective from November. Neither offered a specific reason for his withdrawal.

The meeting confirmed the appointment of three independent people to the board, one of whom is Mr Gopinath Pillai, the current chief executive officer. The action had been demanded by the Stock

Exchange of Singapore 12 days ago.

This followed the heavy qualification of Ambassador's accounts earlier this month and the alleged failure of certain directors to honour fully the deals under which they originally bought into the company.

In the case of Mr Gathani, this caused British stockbrokers James Capel to postpone payment of S\$12.7m (US\$5.7m) due to Banque Nationale de Paris. BNP is in turn suing both Mr Gathani and Capel.

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High	Low	Company	Price	Change	Gross Yield	Full Yield
149	118	Ass. Brit. Ind. Ord.	131	—	7.2	8.0
151	121	Ass. Brit. Ind. CUL	131ad	—	10.0	7.5
129	43	Airspray Group	120	+5	7.6	8.7
48	28	Armitage and Rhodes	38	+2	4.3	4.1
179	108	Barton Hill	178	—	4.8	20.2
78	42	Gray Technologies	78	—	4.3	5.3
201	80	CCL Ordinary	90	—	2.8	6.7
182	86	CCL 1 1/2% Conv. Pl.	86ad	—	15.7	16.3
180	80	Catorandum Ord.	180	+3	5.1	9.2
94	83	Catorandum 7.50 Pf.	90ad	—	10.7	11.9
85	46	Debonh Services	55	—	7.0	12.6
32	20	Fredrick Parker Group	22	—	—	—
112	50	Georgia Blair	107	—	—	—
88	20	Ind. Precision Castings	63	+1	3.0	4.8
216	108	Int. Group	192	—	15.0	9.3
122	101	Jackson Group	118ad	—	8.1	5.0
349	228	Jama Burrough	368ad	—	17.0	4.9
100	85	James Burrough Sppl.	89	—	12.8	13.0
95	50	John Howard and Co.	57ad	—	5.0	8.8
1420	370	Minihouse Holdings NV	1345	-25	6.7	0.6
380	260	Record Ridgeway Ord.	380	—	—	—
100	89	Record Ridgeway 10%PF	89ad	—	14.1	15.5
82	32	Robert Jenkin	75	—	—	—
34	28	Scrumma "A"	30	—	—	—
87	68	Torday and Carlat	85ad	—	5.7	6.7
370	320	Trevan Holdings	320	—	7.9	2.5
57	25	United Holdings	58a	—	2.1	3.8
176	90	Walter Alexander	173	—	8.8	6.0
226	180	W. S. Yeates	180	—	17.4	6.2

— Suspended

**NOTICE OF REDEMPTION**

**AKTIEBOLAGET VOLVO**

U.S.\$100,000,000  
11 per cent. Notes due 1988

Notice is hereby given that, pursuant to condition 6 (b) of the terms and conditions of the above Notes, the company has elected to redeem all such Notes at 100% per cent. The date fixed for redemption is 1st August 1988. The Notes will accrue interest until 1st August 1988, and thereafter the Notes will cease to accrue interest. The Notes will be redeemed upon presentation and surrender together with all coupons maturing after 1st August, 1988 at the offices of the paying agents listed below. The coupons for interest due on or before 1st August, 1988 should be detached and collected in the usual manner.

Bank of America International S.A.  
35 Boulevard Royal  
Luxembourg

Bank of America NT and SA  
43-47 Avenue de la Grande Armée  
75782 Paris

Bank of America NT and SA  
Savignystrasse 9  
D 6000 Frankfurt/Main 1

Bank of America NT and SA  
25 Cannon Street  
London EC4P 4HN

Bank of America NT and SA  
8 Hecherweg 15  
8022 Zurich

Bank of America NT and SA  
34 Van Eycklei  
9 2000 Antwerp 1

BankAmerica Trust Company of New York  
65 Broadway, New York, N.Y. 10006

Skandinaviska Enskilda Banken  
Fonditvividvdelningen  
Sergels Torg 2  
S-106 40 Stockholm

**NOTICE**

Withholding of 20 per cent of gross redemption proceeds of any payment made within the United States is required under United States Federal income tax law unless the United States paying agent has the correct tax payer identification number (social security number or employer identification number) or an exemption certificate of the payee.

Dated July 1, 1986

**Crédit Suisse affiliates merge**

BY JOHN WICKS IN ZURICH

THE two German affiliates of Credit Suisse, the Zurich bank, will today be merged into the new subsidiary, Schweizerische Kreditanstalt (Deutschland) of Frankfurt.

The merger involves the existing bank of the same name in Fuarth, which together with its Nuremberg branch will be operated as a branch of the Frankfurt company, and CSFB-Effektenbank in Frankfurt.

This will retain its name and work as a branch dealing exclusively with German and international issues.

Both the fourth operation (previously Grundig Bank) and the former Effektenbank had been taken over by Credit Suisse last year.

The Frankfurt bank, which will also have representative offices in Munich and Stuttgart, will be

owned 80 per cent by Credit Suisse and 20 per cent by the Zug-based holding company, Financiere Credit Suisse-First Boston.

Share capital of Schweizerische Kreditanstalt (Deutschland) has been raised from DM 75m (S\$4m) to DM 125m. As of April 1, 1986, the balance-sheet assets of the Credit Suisse group in Germany amounted to DM 4.2bn.

**BHF Bank well ahead at five-month stage**

BY DAVID BROWN IN FRANKFURT

BERLINER Handels und Frankfurter Bank (BHF), the West German merchant and commercial bank, said yesterday it expected strong results for the current year.

The parent bank's partial operating profits climbed 25.3 per cent to DM 75m (S\$4m) during the first five months ending May, including trading.

It cautioned, however, that this rate of growth would not be maintained for the full year since income from securities and foreign ex-

change trading as well as interest margins were expected to moderate.

During the first five months, the group posted an interest surplus of DM 110m, up 7.8 per cent from the same period a year earlier on roughly unchanged business volume. Commission income climbed 28.3 per cent to DM 73m.

BHF said the end of May balance sheet stood at DM 13.04bn, up 2.5 per cent from the level at the close of business last year.

**Zurich forward trading move**

BY OUR ZURICH CORRESPONDENT

ZURICH Stock Exchange will today begin forward trading in Swiss warrants. Deals will be possible up to three months, the intention being to make the warrants market more flexible and more attractive.

The move follows a massive increase in the volume of warrant-bond issues over the past years.

This meant trading in the warrants themselves was often possible only in a restricted market, a fact which the bourse says occasionally led to distorted prices.

To avoid difficulties arising from insufficient availability, only such warrants will be traded forward as exist in quantities of at least 50,000.

**US DOLLAR THE WORLD VALUE**

IN THE FT EVERY FRIDAY

These bonds having been sold, this announcement appears as a matter of record only.

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**FF 587.250.000**

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Crédit Lyonnais  
Caisse des Dépôts et Consignations  
Crédit Suisse First Boston Limited  
Société Lyonnaise de Banque

Société Générale

June 1986

**Mercury International Group plc**

**Results**  
Preference Share Issue and Conversion Proposals  
Proposed Capitalisation Issue  
Future Dividend Policy

- In the year under review we have achieved record results in almost every area of our activities.
- The merger of S. G. Warburg & Co. with three of the major Stock Exchange firms, Akroyd & Smithers, Rowe & Pitman and Mullens & Co. to form one of the leading London-based international merchant banking, securities and asset management groups was completed on 12th April. Integrated broker-dealer operations by Mercury International Group in the U.K. will start on 27th October, 1986 - Big Bang day.
- The group has already been active throughout the year in developing its international operations on an integrated basis. Admission to the Tokyo Stock Exchange in February made the group one of the first in the world to be members of the London, New York and Tokyo Stock Exchanges.
- The merger is the culmination of two years of planning and implementation and it is with great optimism that we look forward to building on this foundation to provide a new breadth and depth of service for the benefit of our clients, shareholders and employees alike. David Scholey, Chairman

	1986	1985
<b>MERCURY SECURITIES plc</b>		
Profit for the year ended 31st March, 1986, after taxation and minority interests and after transfers by the S. G. Warburg & Co. Group to inner reserves, but before crediting extraordinary items totalling £17,582,000 (1985 £9,666,000)	£41.5m	£28.2m +47.3%
Earnings per share	94.2p	64.3p +46.4%
Interim dividend per share (in lieu of final) - net	21.0p	16.0p +31.2%
<b>AKROYD &amp; SMITHERS PLC.</b>		
Profit for the fifty-five weeks ended 11th April, 1986, after taxation and minority interest, but before extraordinary items	£5.3m	£6.0m -12.6%
Interim dividend per share - net	4.0p	4.0p
<b>ROWE &amp; PITMAN AND MULLENS &amp; CO.</b>		
Combined profits for the year ended 11th April, 1986 before taxation	£14.0m	£7.1m +96.2%
<b>MERCURY INTERNATIONAL GROUP plc</b>		
<b>PRO FORMA COMBINED FIGURES</b>		
Profit for the year after taxation and transfers by the S. G. Warburg & Co. Group to inner reserves	£59.3m	£44.1m +34.5%
Attributable to Ordinary Shareholders	£55.8m	£40.6m +37.4%
Total disclosed capital resources	£441.8m	
<b>ISSUE OF £97,748,000 7 1/2 per cent. PREFERENCE SHARES</b>		
To Mercury Securities shareholders on the register on 12th April, 1986	£215 nominal (approx.) for every 100 Mercury Securities Shares.	
To Akroyd & Smithers shareholders on the register on 12th April, 1986	£14 nominal (approx.) for every 100 Akroyd & Smithers Ordinary Shares.	
<b>CONVERSION PROPOSALS</b>		
Proposals to enable recipients to convert their new Preference Shares into Ordinary Shares of Mercury International Group of equivalent market value will be sent to shareholders shortly.		
<b>PROPOSED CAPITALISATION ISSUE</b>		
A one for one capitalisation issue of Ordinary Shares of Mercury International Group is proposed.		
<b>FUTURE DIVIDEND POLICY</b>		
Mercury International Group intends to pay an interim dividend, as well as a final dividend, in respect of each financial year on the Ordinary Shares. The first such interim dividend is expected to be paid in December, 1986 in respect of the half year ending 30th September, 1986.		

The merger of Mercury Securities plc, Akroyd & Smithers P.L.C., Rowe & Pitman and Mullens & Co. was implemented on 12th April, 1986 under the name of Mercury International Group plc.

The Report and Accounts of Mercury Securities plc will be posted to shareholders on 7th July 1986. Copies may be obtained from The Secretary, Mercury International Group plc, 33 King William Street, London EC4R 9AS.

**S. G. Warburg & Co. Akroyd & Smithers**  
**Rowe & Pitman, Mullens & Co.**

**Wing-On faces government investigation**

MR NOEL GLEESON, Hong Kong's Registrar General, is reportedly examining the 1985 accounts of Wing On (Holdings) for possible violations of the territory's Companies Ordinance, agencies write.

State-owned Radio Television Hong Kong yesterday quoted Mr Gleeson as saying the Government is studying accounting documents from the group, which is the major shareholder of the troubled Wing On Bank.

The holding company yesterday reported a 1985 net loss of HK\$110.4m (US\$14.1m), sharply widened from the previous HK\$17.1m loss. This included share of the bank's HK\$187.3m loss, which had itself increased from HK\$80.5m for 1984.

Previously, Wing On Bank had disclosed that loans totalling more than HK\$115m were made to directors of the bank or companies in which the directors had substantial stakes.

Under a capital reconstruction Hang Seng Bank, a 62 per cent subsidiary of Hongkong Shanghai Banking Corporation, will inject HK\$17m into Wing On Bank and receive a majority stake.

Auditors Coopers and Lybrand have qualified the 1985 accounts of Union Bank of Hong Kong, which reported a net loss of HK\$612.17m for 1985 compared with HK\$2.81m profits.

The banking commissioner on March 27 ordered Jardine Fleming to take over management control of the bank, which has been plagued by problem loans.

The auditors said that, due to the resignations or absence from Hong Kong of certain directors of the bank, "the present management are unable to warrant that all transactions entered into in the name of the bank and its subsidiaries have been reflected in these accounts."

**Kanthal buys rest of Höganäs**

By Our Stockholm Correspondent

KANTHAL, a Swedish metallurgical company, will complete its acquisition of Höganäs, a leading producer of metal powders, by buying the remaining 30 per cent of outstanding stock in a deal worth SKr 387m (S\$1.4m).

Kanthal began a hostile takeover of Höganäs last year, accumulating 70 per cent of its 2.4m shares.

The Höganäs board yesterday recommended that owners of the outstanding shares should accept Kanthal's offer - SKr 310 for each share or a two-for-one share swap plus SKr 40.

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EUROPE p.l.c.  
and subsidiaries

**US \$49,500,000**

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Financial adviser to Triton Europe p.l.c.  
COUNTY LIMITED

May 1986



INTERNATIONAL COMPANIES and FINANCE

Imabari to acquire Koyo Dockyard

By Yoko Shibata in Tokyo
IMABARI SHIPBUILDING of Japan has agreed the purchase of the financially troubled Koyo Dockyard...

Bond sets up trust to buy Castlemaine public houses

BY MARK WESTFIELD IN SYDNEY

BOND CORPORATION of Perth ended months of speculation yesterday when it announced the creation of a \$326m (US\$218.6m) trust to buy the 269 licensed public houses it acquired in the \$41.1bn takeover of the Castlemaine Toobays brewing group.

Australia is providing \$57.5m bridging finance to GPI, controlled by Mr Brian Trull, the merchant banker, and Ms Brent Potts, the stockbroker. GPI plans soon to float 70 per cent of its holding.

Bond has already raised \$4150m by selling Castlemaine's 52 per cent of Britvic the soft drinks maker, and its Coca-Cola bottling franchises.

Philippines seizes all shares in UCPB

By Samuel Senoren in Manila

A PHILIPPINE Government commission formed by President Corason Aquino to investigate private companies with links to deposed President Ferdinand Marcos and recover "ill-gotten" wealth yesterday seized all shares in the United Coconut Planters Bank (UCPB) on suspicion that it was owned by Mr Eduardo Cojuangco, a close business associate of Mr Marcos.

The seizure was effected during the annual shareholders' meeting. It came less than a week after Mrs Aquino gave the commission unprecedented powers to install its own directors in companies where it had sequestered shares.

The move yesterday prompted the chairman, Mr Juan Ponce Enrile, who is also Defence Minister, to resign from the bank. Mr Enrile has maintained that while Mr Cojuangco owned shares in the bank, the majority of the interest belonged to coconut farmers.

Ansett in NZ airline venture

BY DAI HAYWARD IN WELLINGTON

ANSETT AIRLINES of Australia will be the leading partner in a new New Zealand domestic airline which will operate around principal cities.

Some trade unions have objected to Ansett being allowed to establish a presence in New Zealand's air services.

Last month Ansett and the Cook Islands Government signed an agreement allowing Ansett to fly into New Zealand under the colours and name of the Cook Islands.

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Elders Resources may sell Kidston mine stake
BY KENNETH MARSTON, MINING EDITOR
ELDERS RESOURCES is considering whether to sell its 15 per cent interest in Kidston Gold Mines, which runs the big open-pit Kidston mine in Queensland, currently Australia's biggest gold producer.

Reliance rights to fund \$1.6bn investments
By R. C. Murphy in Bombay
RELIANCE INDUSTRIES, the fast growing Indian company, plans a rights offer of convertible debentures to finance investments of Rs 20bn (\$1.6bn) in the next three years.

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INTERNATIONAL COMPANIES and FINANCE

Peter Montagnon on the growth of the Eurocommercial paper market
Broader base for Europaper sales

SLOWLY BUT surely the Eurocommercial paper market is developing an ability to place large amounts of securities with non-bank investors.

Last week the market received the seal of approval from General Motors Acceptance Corporation (GMAC), the largest single issuer of US commercial paper with more than \$300m outstanding.

This would give a further significant boost to the Eurocommercial paper market, adding to the solid growth in outstanding issues, now estimated to total between \$25bn and \$30bn.

Precise figures for Eurocommercial paper issues are impossible to obtain as there are no central records of outstanding deals. In the highly competitive atmosphere that prevails the market dealers are reluctant to talk in any detail about the degree to which programmes under their control have actually been drawn on, or the rates achieved by borrowers.

Anecdotal evidence now suggests, however, that the market has moved into a new gear. A year or so ago the Eurocommercial paper market was heavily dependant on the investment demand of banks, aiming to make a trading profit out of falling interest rates, but now many of the leading dealers say they are placing the bulk of the paper that passes through their hands directly with non-bank investors like money market funds, insurance companies and corporate treasury departments.

Even central banks are buyers of Eurocommercial paper, though almost invariably they concentrate on paper issued by sovereign borrowers such as Sweden and Spain.

One question raised by the launch of the GMAC programme is whether the availability of large amounts of paper from a top-

rated corporate borrower will also tempt them into non-sovereign issues, adding a further broad spectrum of investor demand to the market.

Part of the reason for the development of the non-bank investor base for Eurocommercial paper lies in a switch in issuing practice. Many borrowers have deserted the original tender panel auction system for selling

Cadbury Schweppes, the UK beverage and food concern, is to launch a \$500m commercial paper programme in the Euromarkets as part of its efforts to diversify sources of short-term funds.

The company said yesterday it would operate the programme in parallel with its existing US commercial paper programme launched in 1982. It said it expected to raise funds cheaply in the Euromarkets for longer-dated maturities.

Dealers on the programme, which is to be rated by the US credit rating agencies Moody's and Standard & Poor's, will be Merrill Lynch, Swiss Bank Corporation and SG Warburg.

Separately, Chase Manhattan said it will lead-manage and act as dealer on a \$300m commercial paper programme for Iberduero, the Spanish electric utility.

Iberduero and Chase have been talking about a loan facility for several weeks, but Chase said yesterday that syndication of the facility, which will back up commercial paper issues, will probably not begin until the autumn.

Investors interested in buying Eurocommercial paper. One of the largest issuers in this market, Sweden, has cut back on the volume of paper it sells through the tender panel system. Now it has only some \$700m outstanding compared with peaks last year of over \$1bn. It is obtaining better rates on this paper—of around 10 basis points below the reference Eurodollar bid rate for Eurodollar deposits (Libid) than it used to, but still more importantly it is selling substantial additional amounts at even better rates.

This is not to say that the Eurocommercial paper market has now reached full maturity. In size it is still dwarfed by its big \$310bn brother on the other side of the Atlantic. By comparison with other financial markets such as the Eurobond and Certificate of Deposit market it is

still also tiny. And bankers say they still face problems in finding sufficient investors to buy all the paper that is potentially on offer.

This has given rise to one phenomenon that some bankers find distinctly unhealthy—a flowback of paper into the US market. Though this is not always the case, Eurocommercial paper, whose pricing structure is heavily influenced by the reference Libid rate, often sells at a slight yield premium to the US market. That means that a US investment bank with a large network of investor customers in the US can succumb to the temptation to sell the product to existing US investors rather than go to the trouble of finding new buyers offshore.

Some bankers argue that this creates an unpleasant conflict of interest since it potentially undermines the rating structure of the same borrower's paper in the US market. Others claim that this is simply a manifestation of the funneling way in which money markets around the world are groping towards the concept of "globalisation".

National barriers between markets are breaking down and ultimately the discrepancy should be eliminated by arbitrage, they say, though the current experience of the Eurocommercial paper market suggests that this is not a smooth process.

In any case, for all its rapid growth over the past two years, the Eurocommercial paper market is still very much in the formative stage. It may be a low cost business in terms of the demands that it makes on capital of a dealing house, but it is also a low margin business and that means that high volume is also required to sustain it. Against that background the fresh growth in outstanding issues is only a small step forward, but the encouraging thing for many bankers is that it does not seem to point to a positive way ahead.

Simex plans US T-bond futures contract

By Chris Shearwell in Singapore and Alexander Nicol

THE SINGAPORE International Monetary Exchange (Simex) is to start trading a futures contract in US Treasury bonds from October.

The decision continues a rapid expansion beyond the four contracts already being traded on the island state's 21-month-old futures exchange.

A new sterling contract is being introduced today. A stock index futures contract based on Japan's Nikkei 225 index is due to start trading in September. Swiss franc futures and a contract based on a local stock index are also being planned.

According to Simex, the introduction of a long-term US interest rate contract would complement the existing three-month Eurodollar time deposit contract currently available in Asian time zones.

Simex hopes to capitalise on the fact that Asian investment and trading activities in the money market have recently increased dramatically over the past two years.

The decision marks a departure for Simex, which has owed a significant amount of its still tentative growth to a close link with the London International Financial Futures Exchange (LIFFE). All Simex contracts are fungible with identical contracts traded on the LIFFE, meaning that positions opened on one exchange can be closed later in the day on the other, with only one margin requirement.

US T-bond futures, however, are traded by the CME's rival, the Chicago Board of Trade, where they are the world's most active future in numbers of contracts traded.

Simex is also a challenge to the Sydney Futures Exchange, which plans to launch a US T-bond contract identical to and fungible with that traded on the London International Financial Futures Exchange (LIFFE).

Not competition to become the dominant marketplace in T-bond futures in the Asian time zone, however, is particularly in Tokyo also enters the fray. Tokyo already has a very active market in US Treasury bonds, themselves and a rapidly growing market in Japanese government bond futures.

Simex says the specification of the new contract will be similar to comparable contracts traded at the Chicago Board of Trade and LIFFE.

A Japanese external advisory board has been set up for the development and launching of the contract. Its members are drawn from US and Japanese institutions which are significant players in the US government securities market.

Simex opened in September 1984 with a Eurodollar interest rate contract, a D-Mark currency contract and a gold futures contract. These were supplemented two months later with a yen currency futures contract.

American Express Bank FRN finds good response

BY CLARE PEARSON

NEW ISSUE managers concentrated on equity-related and floating-rate issues yesterday. Industrial Bank of Japan was the only borrower to tap the straight fixed-rate dollar sector, despite a strongly improving tone in New York.

Shearson Lehman launched a \$100m floating-rate note issue (FRN) for its fellow subsidiary of American Express, American Express Bank Dealers, who view American Express as a high quality investment.

The bond is non-callable for the first five years. Interest is payable at 1 per cent over three month London interbank offered rate (Libor). Fees total 70 basis points.

Elsewhere in the FRN sector, one call and put options after a year, which pays interest at the level of London interbank bid rate (Libor), also traded at its issue price.

US International led the \$150m fixed-rate issue for its parent Industrial Bank of Japan. The seven-year bond was priced with a coupon of 8 1/2 per cent and issued at 101 1/2. This gave a margin over US Treasury bond yields at issue of 70 basis points.

Other houses concentrated on money-market currencies. Goldman Sachs launched an Ecu deal for US Steel. The issue will be swapped into fixed-rate dollars. The issue amount was set at \$200m, with a maturity at 5 years.

The bond pays coupons of 8 per cent and is priced at 100 1/2. To some dealers this looked tight for long-term debt for a company in the steel sector.

Denmark itself tapped the Danish krona market with a Dkr 500m bond. The deal was led by Privatbanken. The five-year bond matures in 1991 and pays coupons of 8 1/2 per cent. The issue price was 99 1/2.

Denmark itself tapped the Danish krona market with a Dkr 500m bond. The deal was led by Privatbanken. The five-year bond matures in 1991 and pays coupons of 8 1/2 per cent. The issue price was 99 1/2.

Dealers said that the Danish krona market has improved recently along with New York, although recent issues are not performing well because of their long maturities. Since the new deal for Denmark has only a five-year life, they were hopeful that it would meet demand.

In the D-Mark market, prices of high quality issues improved

slightly as New York strengthened. The announcement of a Deutsche Bank tapped strong demand for floating-rate paper with a Dkr 300m FRN for Credit Foncier de France. The 10-year bond pays 5 basis points over the mean of six-month London interbank bid and offered rates and has a minimum coupon of 3 per cent. It is callable in 1991 at par.

The bond was quoted at 100.12 on the bid side, against a 100.30 issue price. Fees totalled 20 basis points.

Prices in the Swiss franc market picked up slightly, although turnover was low. An equity-linked issue for Southmark Corporation traded for the first time at 98, versus a par issue price.

There was one private placement. This was an equity warrant bond for Kitano Construction. The \$FR 35m-40m bond matures in five years. Interest on the exercise premium of 10 per cent and the warrant was set at 2 1/2 per cent.

International brought an equity-related bond for Nagoya Railroad. The issue was of \$130m and matures in five years. The coupon was indicated at 2 1/2 per cent. Pricing will take place on July 7. The bond was quoted at a discount to issue price of 1 per cent yesterday.

Late in the day Goldman Sachs launched a bond for Yukong, the Korean oil refining and petrochemicals company. The 15-year bond is convertible into shares of the company, but only after the Korean authorities have carried out expected legislation to allow foreign holdings of Korean shares.

The coupon was indicated at 3 per cent and the price at par. The conversion premium is expected to be 65 per cent.

FT INTERNATIONAL BOND SERVICE

Listed are the 200 latest international bonds for which there is an adequate secondary market. Closing prices on June 30

Table with columns for Bond Name, Issuer, Maturity, Coupon, and Price. Includes entries like US Dollar, Swiss Franc, and Japanese Yen bonds.

Gold mining securities fund planned

A BANQUE INDOSUEZ subsidiary in Hong Kong is to launch a fund in October that would invest in gold mining securities traded in world centres such as Australia, Canada and the US, Reuter reports.

Indosuez Asia Investment Services said it has advised the Office of the Securities Commissioner to set up the US\$10m fund.

The fund hopes to benefit from any possible rise in precious metal prices due to continuing tension in South Africa. It will also invest in other precious metals-linked stocks but is unlikely to invest in South African-based shares.

HK share issue heavily oversubscribed

A SHARE issue by Cafe de Coral Group, a 32-restaurant Hong Kong fast-food chain, was 6.5 times oversubscribed, according to the company's financial adviser AP-DJ reports from Hong Kong.

Mr David Stilleman, manager of corporate finance for Standard Chartered Asia, said the group received applications for a total of 656m shares. At the offer price of HK\$1.18 a share, more than HK\$774m (US\$59.1m) was put up for the issue.

Only 40m of the company's 100m shares will be offered to the public. The remainder will be held by the 23 existing shareholders.

Mr Stilleman would announce the share issue tomorrow. Unofficial "grey market" prices were being quoted at up to HK\$1.30 a share.

PNC pays \$700m for Kentucky bank

BY WILLIAM HALL IN NEW YORK

THE Pittsburgh-based PNC Financial Corporation, one of the most profitable and fastest-growing regional banks in the US, yesterday announced a \$700m takeover of Citizens Fidelity Corporation, the biggest banking group in Kentucky.

PNC Financial has successfully acquired several banks in Pennsylvania enabling it to

become the second biggest bank holding company in the state. The deal underlines the continued high premium being placed on well-managed regional banking groups. Based on last Friday's PNC share price of \$45.63, the transaction values Citizens Fidelity at 2.6 times fully diluted book value and 14 times estimated fully diluted

earnings for 1986. PNC is exchanging each outstanding Citizens Fidelity share for 0.7 of one PNC share. Citizens Fidelity shares rose by \$1 to \$32 1/2 in early trading yesterday and PNC shares fell by \$1 to \$44 1/2. PNC Financial has assets of \$18.9bn and Citizens Fidelity \$4bn. The combined company

will rank 18th in terms of assets. Both banks are well capitalised and profitable and PNC disclosed yesterday that the new group would rank top among the 25 largest US banks based on an estimated average return on assets of 1.17 per cent, and would rank second based on its average 18.23 per cent return on equity.

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## INTL. COMPANIES & FINANCE

Adrian Dicks on an ambitious Finnish diversification programme

### Nokia boosts electronics side

NOKIA, FINLAND'S largest private sector company and largest industrial employer, is pushing aggressively outwards from its traditional activities and from its traditional financial base in one of Europe's smaller economies.

The company's objectives are nothing if not bold. It has set itself the goal of transforming a diverse spread of industrial interests into the financial springboard it needs to turn itself into a world-class electronics group. To this end, it is investing FM 1.5bn (\$291m)—about 15.5 per cent of last year's sales—in the current year, about one-third of it in research and development activities.

It is also adopting what is by Finnish standards a radical overhaul of its funding and financial structure, seeking a higher profile in the national capital markets and setting in motion a policy of tapping them regularly.

Nokia's origins lie in forest products, which it first started turning out in 1865 in the small, inland town from which it took its name. As recently as 1975, when the group's total sales stood at around FM 2bn—they are forecast to top FM 12bn in 1986—paper-related and chemical products still accounted for well over half. In the first four months of this year, the same main segment of Nokia's business accounted for only 22 per cent of its sales of FM 3.6bn.

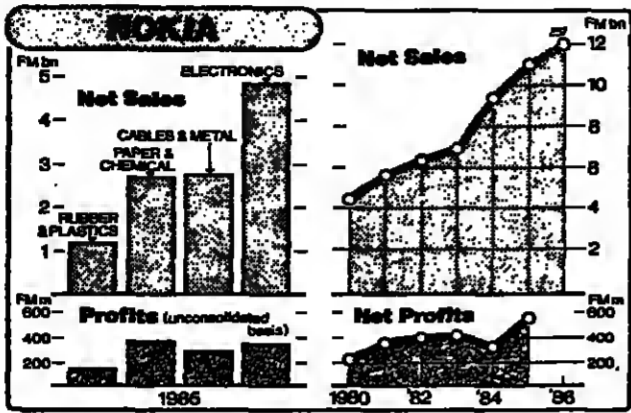
Forest products have become concentrated into a single main area, soft tissue paper, of which the company is one of the biggest producers in Europe with manufacturing subsidiaries in Britain and several other countries. Last year the group discontinued its own pulp production as part of its effort to keep costs under control in an industry where prices have been eroded by intensified competition—a process that is likely to be taken still further by Scott Paper's recent series of moves to tighten its grip on its extensive European operations.

For all that, however, paper remains Nokia's greatest single source of profits, accounting for 32.2 per cent of 1985's full-year profit.

In his interim report Mr Karl Kairamo, Nokia's chairman, said that apart from lower interest rates and other financial items, earnings growth during the period resulted largely from the favourable development of profits within the electronics sector.

This trend coincides neatly with Nokia's recent decision, effective from June 1, to restructure its rapidly growing electronics interests into three separate divisions reflecting its principal product lines—Nokia Information Systems, Nokia Telecommunications and Nokia-Mobira, which embraces the group's cellular mobile radio telephone interests.

From its origins during the late 1950s as an offshoot of Nokia's large (and still solidly profitable) cable and cable machinery interests, the electronics side of the group has grown at astonishing speed, due in part to several substantial acquisitions, to become the



biggest single sector with some 41 per cent of total sales during the first four months.

On the consumer electronics side, Nokia controls the Salora-Luxor group, which assembles some 600,000 television sets a year using bought-in Japanese tubes, and also makes a variety of electrical and electronic components and broadcasting equipment.

In information systems, Nokia is working flat out to consolidate an early decision to specialise on equipment and software for banks—an area in which it claims market leadership in Scandinavia. A powerful second line of business is in the sale of information systems to retailers and offices.

Mr Staffan Simberg, general manager for international operations of Nokia Information Systems, says he considers it an advantage to have to base operations on the Nordic area, which the company regards as its home market.

"Within the work station and terminal market, you can position yourself where you wish. We aim for the upper end, with all the design and

functional advantages that come from that," Mr Simberg says. Although the requirements of individual banks operating in different national markets may vary widely, he is confident that the experience of having to change the specifications and capabilities of its products will serve Nokia well as it prepares to launch itself into markets beyond the Nordic area.

The Finns are under no illusion that expansion into other Western European markets is going to be as easy as the relatively familiar Nordic countries. Mr Kalevi Isokallio, the newly-appointed head of Nokia Information Systems, points

out that "in every country you are going to find a strong domestic player, frequently with a strong relationship to one or other of the big banks to which you want to sell."

Nokia's strategy for attempting to break into national markets is likely to differ from country to country, but Mr Isokallio indicates that a common theme will be to seek operation deals of varying types with some of the powerful domestic players.

"Life has never been easy for us," says Mr Isokallio. "If you go by any of the standard textbooks on management, it does not make any sense to attempt to build computers in Finland."

"We prefer to think in terms of economies of scope, rather than of scale," says Mr Simberg, "so that although most of our manufacturing takes place in Finland, manufacturing labour costs are not a high part of the total. The key area where we believe we can do well is software production."

During the next six to 12 months, NIS, Nokia Telecommunications and Nokia-Mobira are all likely to be looking hard

for ways in which to project what the company sees as its high technological skills onto the world stage in such a way as to make up for its acknowledged lack of marketing and distribution power. Knowhow or licensing deals, joint ventures and other forms of partnership are all on the cards.

If, and when, such opportunities come along, Nokia intends to be in a position to move fast, and to this end it has been working hard on building up its financial strength and polishing its financial image. Mr Jorma Ollila, the group's finance director, has set the company what are, by Finnish standards, radical goals of strengthening the balance sheet, improving the flow and quality of published financial information and moving over to an active dividend policy.

Nokia's present debt to equity ratio of 1.7 to 1 is a sound one by comparison to other big Finnish companies. "But we have to compare ourselves not to other Finnish companies, but to Philips, Ericsson, Motorola or Siemens—they are our competitors," Mr Ollila says. "A company with a weak capital structure cannot take the kinds of risk we feel we must be able to accept if we are to respond to the opportunities that exist in electronics."

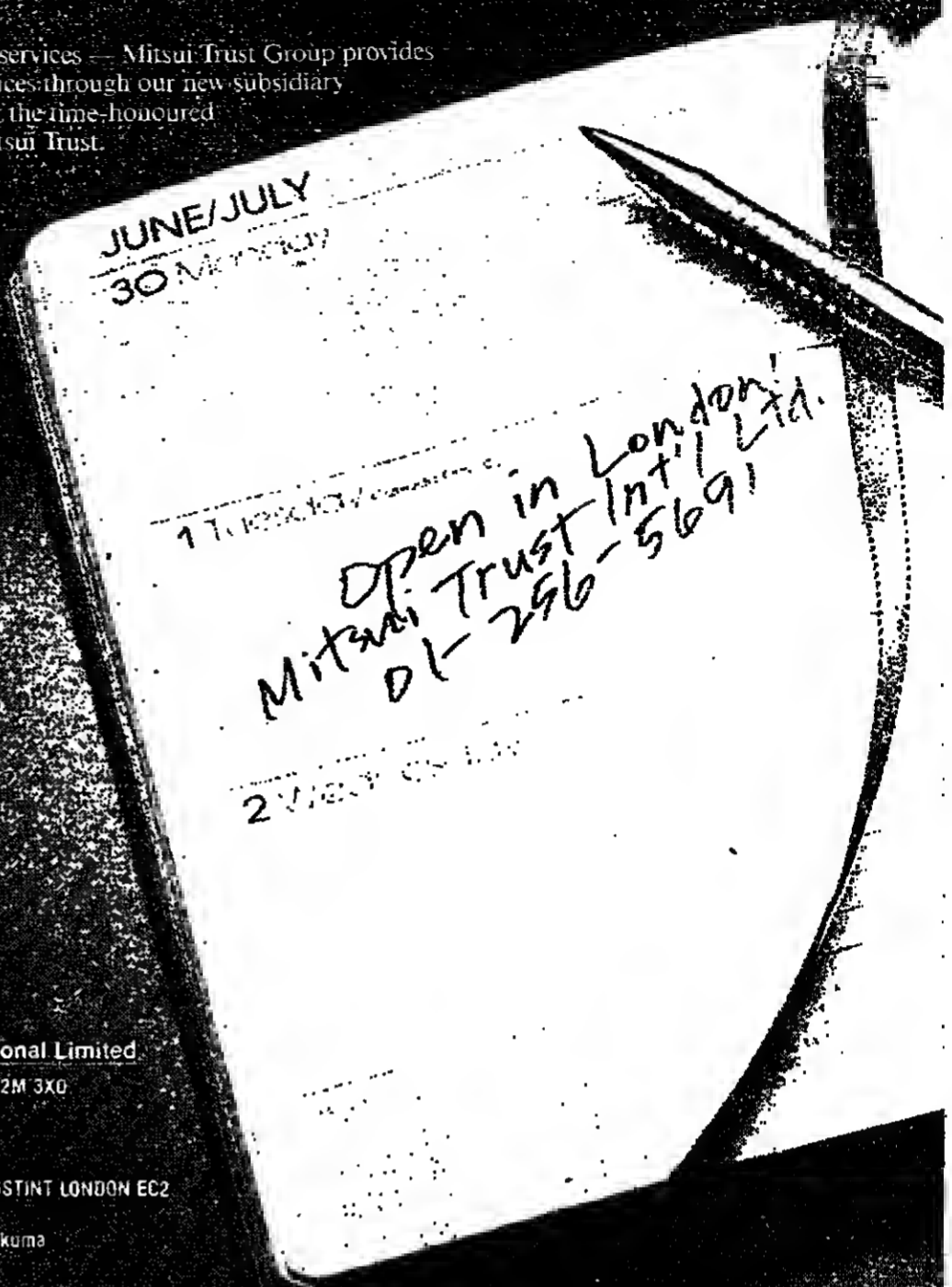
The group is expected to net around FM 360m from the one-for-four rights issue which formally closed yesterday—hard on the heels of a \$60m private placement to foreign, mainly US, investors. Nokia has now reached its full permitted allowance of 20 per cent of its shares in the hands of non-Finnish investors, and in common with other large Finnish companies is waiting impatiently for the expected legislative change which will allow up to 40 per cent of a company's capital to be in the form of the "free" shares which foreigners may buy.

Mr Ollila is also determined that Nokia shareholders should benefit more directly from the company's success, and says that the increase in dividend paid on the 1985 results to FM 14 from FM 11 per FM 100 nominal share will be followed by a further boost as soon as performance justifies it.

For the time being, Mr Ollila says he has no pressing need for extra funds for any specific purpose. "The financial strategy has to support the business strategy. That means my job is not to follow 'deal-of-the-day' fashions but to find the money to back up our ambitions."

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UK COMPANY NEWS

# Mercury Intl companies report mixed results

Mercury International Group, the merchant banking and securities group formed by S. G. Warburg, Akroyd & Smithers and Rowe & Pitman and Mullens last April, made combined profits of £59.2m after tax in their latest trading years, an increase of 34.5 per cent.

In a pro-forma statement of their combined figures the group, one of the largest alliances to have been formed in the City revolution, also disclosed £441.8m of capital resources. A breakdown of the group's results showed a wide variation in performance among its members.

Mercury Securities, the S. G. Warburg merchant banking arm, reported profits of £41.5m after taxation and transfers to inner reserves for the year ending March 31. This was an increase of 47 per cent over the previous year. The improvement, according to Mr David Scholey, the chairman, came from all the group's main activities: corporate finance, banking, trading and fund management.

Not included in the profits were £17.6m of extraordinary earnings, resulting mainly from the sale of Mercury's stake in



Mr David Scholey, chairman of Mercury International Group

Stewart Wrightson, the insurance broking company.

Mercury will be paying an interim dividend in lieu of a final of 21p, up from 16p.

Akroyd & Smithers, the jobbing firm, reported lower profits of £5.8m, a fall from £6m the year before. The results were

for the 55 weeks ending on April 11 1986. The drop was blamed on difficult market conditions, especially early this year when interest rates rose sharply. The firm declared an unchanged interim dividend of 3p.

Rowe & Pitman and Mullens & Co, the two stockbroking firms, nearly doubled their profits to £14m from £7.1m thanks to the high level of activity in the securities markets and corporate finance. The group's international equity business also produced encouraging results despite high start-up costs.

The three members of the group are now merging their operations in order to be able to operate as an integrated broker-dealer after the Big Bang on October 27. According to Mr Scholey, integration was well on schedule.

Mercury International Group also announced further proposals concerning the issue of shares in connection with the merger of the group, including a one-for-one capitalisation issue to improve the liquidity of ordinary shares in the market.

See Lex

# Red faces at Lloyds over lost applications

By David Lascelles

MANY successful bidders in last week's £154m tender offer for Morgan Grenfell stock will receive fewer shares than they expected because of a mix-up at Lloyds Bank, which counted the applications.

To its embarrassment, the clearing bank yesterday discovered applications for nearly 19m shares at or above the striking price of 500p, which had gone astray during the official count last Friday. This was equivalent to about 15 per cent of the bids accepted. The discovery forced Morgan to announce a change in the basis of allocation to take account of the fact that the issue was 4.7 times oversubscribed instead of only 4.1 times.

It was the first time in many City people's memory that a miscount of this order had been made. Lloyds Bank blamed it on human error, and said: "We very much regret the situation and apologise to all concerned." The applications were apparently pushed to one side by mistake.

Morgan tried to put a cheerful face on the occurrence, claiming it showed that the offer had been even more successful than they had thought. It also said the extra applications would not have altered the striking price, but the merchant bank was plainly much annoyed by Lloyds' slip-up.

Fortunately, the discovery was made before the commencement of trading in Morgan shares, which will go ahead as planned on Thursday.

Under the revised basis of allocation, investors who applied for 1,000 to 25,000 shares will get 21 per cent of what they asked for instead of 25 per cent, with a minimum of 250. Those who wanted more than 25,000 will get 20 per cent, down from 22.5 per cent.

# David Churchill on a fashion group's venture into mail order

## Grattan is the Next move

THE MAIL order business emerged yesterday as the next venture for Next, the High Street fashion chain which has been one of the leading retail successes of the 1980s with its emphasis on co-ordinated fashions for the working man.

Next, formerly known as J. Hepworth, yesterday made an offer for the Grattan mail order company in a deal worth nearly £300m. The move creates a retail grouping of nearly 500 shops, some 500,000 mail order agents, and total sales of £412m. Although still a relatively small-scale operation — Marks and Spencer, for example, has sales of £3.7bn — Next's move into mail order promises to shake-up the catalogue mail order industry in much the same way as its fashion shops have radically altered the shape of High Street retailing so far this decade.

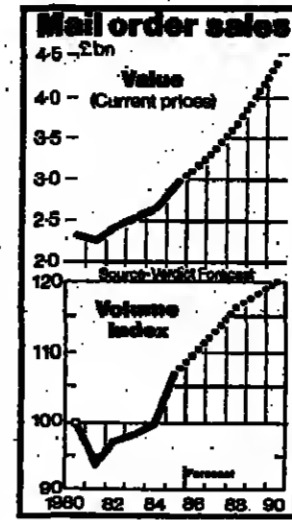
Mr George Davies, chief executive of Next, who will assume a similar role for the merged group, yesterday promised a whole new range of catalogue operations to complement both the existing Grattan business and the Next retail outlets.

The new catalogues will be aimed at specialist markets — order operators, Freeman, recently had been made. Lloyds Bank blamed it on human error, and said: "We very much regret the situation and apologise to all concerned." The applications were apparently pushed to one side by mistake.

For Grattan, the move gives it not only the injection of the Next brand and style but also the opportunity to build on its formula of concept retailing — already developed with Next for Mon and Next Interiors — in a sector which does not directly conflict with existing retail operations.

It was a similar philosophy which prompted another mail order operator, Freemans, recently to buy the Warehouse fashion stores operation: the argument being that what designer Mr Jeff Banks can do for Warehouse's high street customers can also be offered to those living away from City centres.

Mail order in the 1980s — which now accounts for annual sales of almost £5bn, has been one of the great disappointments of the retail sector after its go-go growth in the 1970s, sales which had underpinned the overall buoyant picture for retailing in general in the past few years — creating



Handshake at the merger press conference: chief executives Mr David Jones (left) of Grattan and Mr George Davies of Next

problems for all the major operators. The main cause of this slump in sales in the early 1980s was primarily the recession. The bulk of catalogue mail order customers (as contrasted with the direct response mail order business featured in the Sunday supplements) are from the C2DE socio-economic classes. This arose from the way in which mail order developed initially as a northern phenomenon. It offered not only the opportunity for agents to earn extra income from "homo through commission but also — more importantly — easy credit facilities for consumers who had little other access to credit.

Although the demographic profile of mail order has changed — it has spread to the South as well as moved up-market — it was the northern-based working-class customers who were badly hit by the recession.

At the same time, these customers were also able to more easily obtain credit from other sources as the stores and credit card companies started wooing new customers. The key sales advantage of mail order was rapidly being eroded.

Grattan was particularly badly hit by these trends, reaching its low-point with an interim £384,000 loss in the autumn of 1983. It saw its market share fall from 10.5 per cent in 1980 to 8.7 per cent in 1982.

Grattan recovered, however, with the injection of a new management team headed by David Jones (who becomes deputy chief executive of the new group) and a tightening of

its operating systems with effort concentrated on higher sales and profitability per agent and direct customer rather than simply chasing value and volume sales growth. As part of its new marketing strategy, Grattan has gone further into specialist catalogues than its rivals, with catalogues such as Look Again — aimed at 18 to 25-year-olds — and Streets of London, targeted at the typical Next customer aimed between 25 and 45. It is from these specialist catalogues that much of the growth in mail order is forecast to come.

Ironically, when Grattan was first beginning to have its market problems in the early 1980s, Next was little more than a signpost of the imagination.

Hepworths in 1981-82 was a rather dowdy menswear retailer which already was feeling the pressure from a rejuvenated Burton group under Sir Ralph Easeman. Hepworth's acquired an ailing womenswear chain, Kendalls, and recruited Mr Davies to run it. The rest is history.

Mr Davies, who had been running a company selling co-ordinated menswear on the party-plan basis to women at home, recalls that "there seemed an obvious gap to provide co-ordinated fashion clothes in a few colours to women who wanted to shop somewhere between Marks and Spencer and Jaeger."

While fashion retailing in the past decade had largely been aimed at the 18 to 25 age groups, Next went after the 25 to 45 working woman who had

the greatest disposable income. The concept rapidly caught on and Next not only developed some 220 womenswear shops, but also converted former Hepworth's menswear shops into a new Next for Men chain and last year developed a furniture and furnishings operation called Next Interiors.

But even before the Grattan deal, Mr Davies was anxious not to stand still. Worried by the fact that the Next womenswear operation was becoming a little too popular — "we were losing our exclusivity," he admits — the chain is being re-launched next month.

About half the shops will be converted into Next Classics — offering a more up-market range for the working woman — while the other half will be called Next Two. This chain will sell less formal, casual clothes.

This segmenting of the existing market for Next is aimed, says Mr Davies, at ensuring that "the original concept remains undiluted."

He maintained, yesterday, moreover, that the new Next catalogues would sell different merchandise in different markets and would in no way impact the Next name. "We want to develop the strengths of our concept, not destroy it," he said.

Yet this could prove the biggest weakness in the Grattan venture, once the euphoria of the merger has died down. Too much of a good thing could eventually leave Mr George Davies himself asking the question, if the catalogues do not work out as planned, of where next for Next?

# Rotaprint losses double to £1.3m

Rotaprint, a London-based manufacturer of printing equipment, almost doubled its pre-tax losses from £652,000 to £1.29m in the year to March 29, 1986. No dividend is again payable — the last payment was 0.1p in November 1983. The loss per 5p share increased from 3.93p to 6.47p.

The group's proposals for re-organisation, which were published at the end of April, provided details of the pre-tax loss for the year, estimated at £1.17m. Subsequently, certain other adjustments have been made, including principally a provision of £120,000 in respect of stock held in the US.

Sales during the year were down from £15.54m to £14.91m.

# Dixons says Woolworth bid 'likely to be close'

By Charles Batchelor

Dixons acknowledged yesterday that the outcome of its £1.8bn takeover bid for Woolworth Holdings was likely to be close following last Friday's announcement that Robert Fleming Investment Management would not be accepting the Dixons' offer.

Dixons took the unusual step of announcing in advance that it was waiving on condition of its bid, that it should be accepted by 90 per cent of Woolworth's shareholders. The bid would now be declared unconditional if it won the backing of 50 per cent of Woolworth's shares, it said.

At 50 per cent Dixons would still have control of Woolworth though below 90 per cent a bidder cannot buy in any outstanding shares without going through a complex scheme of

arrangement. S. G. Warburg, Dixons' merchant bank, said the decision to announce in advance that the bid would be unconditional at the 50 per cent level of acceptance had been taken "to concentrate shareholders' minds."

Dixons warned Woolworth shareholders that they stood to lose a lot of money if the bid failed and the share price fell from the bid level of around 28 to 26.

Woolworth said it too believed the outcome of the bid would be close, but it was "quietly confident". Woolworth's advisers are believed to have bought more Woolworth shares yesterday as the share price fell a further 35p to 695p, 102p below the value of Dixons' part cash offer.

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Half-way through the year group results show a 46.7% rise in profits year on year. (These results do not contain a contribution from TCB, whose profits for the 4 months to 30th April were £2.9 millions.)

And we're pleased to have reintroduced our customary interim dividend.

So you can imagine how much we are looking forward to the second half of the year.....

Interim results for 6 months	1985	1986	%
Profit before tax	£9,118,000	£13,374,000	+46
Taxation (ACT)	-	£1,243,000	-
Earnings per share	7.3p	9.6p	+31
Dividends per share	-	2.25p	-



FIRST NATIONAL FINANCE CORPORATION PLC

# Panel forces Whitcroft retraction

By Lionel Barber

Whitcroft, a mid-conglomerate which has launched a £25m all-share bid for Eleco Holdings, another similar conglomerate, has withdrawn statements from a panel of independent directors after representations from the Takeover Panel.

The Panel told Whitcroft that it interpreted several statements from Whitcroft as amounting to a price forecast for the current year ending March, 1987. The statements either had to be reported on or withdrawn, the Panel said.

Whitcroft issued an optimistic notice about trading in its lighting, building supplies and textiles divisions, suggesting profits would be ahead of the previous year but it did not refer to its property development division, parent company costs or group interest charges. No forecast was therefore intended, Whitcroft said.

Whitcroft's bid last week was accompanied by an announcement that its pre-tax profit fell from £7.46m to £7.26m in the year ending last March on turnover which rose from £101.7m to £104m.

Whitcroft owned three of its own shares for every five of Eleco. Whitcroft's shares closed last night at 227p, down 4p on the day, valuing Eleco at £152, at 136p per share.

# LCP buying property group

By David Goodhart

LCP Holdings, the investment and retailing holding company, has acquired E. F. Smith of Birmingham for £6m dependent on clearance from the Inland Revenue.

Smith operates a trading estate on a 112-acre site near Licfield, 78 acres of farmland currently let to British Coal, and two factory sites in Bristol. These properties have been valued at about £4m.

Smith made a pre-tax profit for the year to the end of November 1985 of £573,000. His net assets are about £5.1m of which £1.9m is cash and quoted investments.

LCP saw its 1985-86 trading profits improve by 22 per cent to £12.6m on turnover of £183m. The share price rose 1p to close at 115p.

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# Further expansion by WPP

By Charles Batchelor

WPP Group, the fast-growing sales promotion group headed by former Saatchi & Saatchi finance director Mr Martin Sorrell and stockbroker Mr Preston Rabi is paying up to £10m for Mando Pivoto (UK), another sales promotion specialist.

The agreed purchase comes less than three months after WPP won control of Promotions House, a USM-quoted company, with an £8m takeover bid which was strongly resisted.

Mando moved from a loss of £31,000 on turnover of £673,000

in the year ended March 1983 to a pre-tax profit of £448,000 on sales of £3.15m in the year ended March 1986. At that date it had net tangible assets of £347,000, including a net cash balance of £391,000.

WPP will make an initial cash payment of £2m and further payments in cash and shares up to a maximum of £10m, based on a multiple of 10 times average post-tax profits for the three years ending March 1987. If Mando continues to grow at 20 per cent a year the total payment would be about £7m.

Mando was founded in 1977 by its joint managing directors Mr Cliff Ash, 48, and Mr Alan Selby, 40. They will join the board of Rasor Communications, WPP's services activities subsidiary.

This deal will give WPP sales promotion turnover of about £7m. The fragmented nature of the business offers significant opportunities for acquisition, it said.

WPP's shares were unchanged at 505p yesterday.

This announcement appears as a matter of record only. June 1986



£100,000,000

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- The Royal Bank of Canada
- The Sumitomo Bank, Limited
- Continental Illinois Capital Markets Group
- Midland Bank plc
- The Bank of Nova Scotia
- Lloyds Bank Plc
- The Royal Bank of Scotland plc
- The Tokai Bank, Limited
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**UK COMPANY NEWS**

**FNFC resumes interims as profits surge by £4m**

WITH ITS main activities showing strong advances, First National Finance Corporation was able to lift its profits from £9.12m to £13.37m pre-tax in the first six months of the 1985-1986 year.

Interims are being resumed with a 2.50p payment.

The second half will include figures of TCB, a specialist provider of short and medium-term secured lending to corporate customers. In all, and with assets now in excess of £72m, the directors look forward to continued profits growth.

They said the first six months (to April 30 1986) lived up to their expectations and that earnings showed a very satisfactory increase over the corresponding six months of the previous year.

The results of the ending and property division (pre-tax) rose from £2.73m to £4.23m included profits from property sales which were variable in their timings—this factor, in particular, enhanced profits in the second six months of the 1984-1985 year.

Profits of the consumer credit division expanded from £8.89m to £11.5m. Losses at First National Securities (Holdings) subsidiary were marginally higher at £2.36m (£2.3m).

Group turnover for the first six months, excluding banking, showed a decline of £1.42m to £11.77m—FNFC, one of the biggest casualties of the fringe banking crisis of the early 1970s, is principally engaged in consumer credit and property lending.

Profits, after taking account of ACT written off amounting to £1.24m (nil), worked through at £12.13m, compared with £9.12m. Earnings totalled 9.9p (7.3p) basic and 9p (6.9p) fully diluted.

TCB was purchased from Puntinular and Oriental Steam Navigation for £47.5m in April of this year. Its profits for the four months to end-April (£2.87m) were not included but were included in pre-acquisition. The group called on shareholders for £48m in March to fund the TCB purchase.

For the 1984-85 year as a whole, the group raised its profits by 25 per cent to a record £22.07m and returned to the dividend list for the first time since its rescue in the wake of the 1974 secondary banking crisis.

Freed from the constraints of the Bank of England's lifeboat, First National Finance has continued to steam ahead with a near 50 per cent growth in pre-tax profits. In this year's first half the main impetus has again come from the consumer credit division, where volumes have been buoyed by strong credit demand and declining interest rates. Lumpy property sales may favour this year's second half less than last year's, but the acquisition of TCB in March should enable the group to sustain the growth rate for the full year and produce around £32m. Dilution for the rights issue which funded the acquisition brings the prospective p/s ratio up to 104 at yesterday's close of 208p. The shares have given investors a good run for their money and seem likely to take a breather now: big speculation has fizzled out, corporation tax is visible on the horizon, and stories of consumers over-extending themselves are beginning to make the stock unattractive for those of a nervous disposition.

comment

Compoest Holdings ran up a loss of £50,000 in the year to March 31 1986 and is passing the dividend on its 5p ordinary shares.

The previous year it made £761,000 at the pre-tax level and paid a dividend of 3p net.

The results of the past year were adversely affected by a £305,000 rise in distribution costs and an advance of £332,000 in administration costs to £1.07m.

The directors said yesterday that a slow-down in growth of the micro-computer market caused a marginal drop in turnover from £2.4m to £2.2m.

At the beginning of the year they had expected the market

**Compoest in the red and passes dividend**

comment

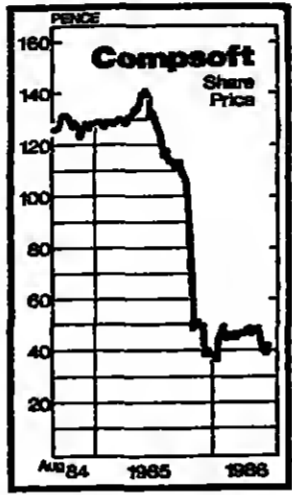
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**TV South doubled to £6.5m**

IN SPITE OF sharp rises in administration expenses, Channel 4 subscription and Exchequer Levy Television South raised its first half profits from £3.4m to £6.5m at the pre-tax level.

Furthermore, at the beginning of the second six months advertising revenue was continuing to increase and prospects remained "excellent".

Negotiations to set up the ITV Superchannel (the Pan-European cable TV channel), in which TV South will make a significant investment, were continuing satisfactorily.

The directors said yesterday that they were confident the group would be able to meet the challenges the future of broadcasting was likely to present and added that they would continue to safeguard the best interest of shareholders.

The six months to end-April 1986 saw group net profit expand from £48.8m to £64.7m. Programme transmission costs accounted for £37.2m (£28.9m) and left gross profits at £27.5m, compared with a previous £20.9m.

Other operating income added £1.1m (£0.9m) and interest income £1.1m (£1.1m). Administration expenses rose by £0.8m to

£5.4m, Channel 4 subscription by £1m to £9.3m, IBA rental by £0.4m to £5.4m and Exchequer Levy by £1.4m to £4m. Interest charges amounted to £1m (£1.1m).

Tax took £2.5m (£1.4m) to leave earnings at 16.5p (8.1p) undiluted and at 14.5p (7.5p) fully diluted.

The interim dividend is being stepped up from 2p to 3p net per 10p share—a final of 6p was paid for 1984-85 from pre-tax profits of £8.9m (£8.1m).

A useful contribution to profits came from the sale of airtime for Channel TV. Channel 4 revenues continued to increase but the directors said the adverse gap between revenue and costs was being slowly closed.

The increase in programme transmission costs included the costs of Strong Medicine, a mini-series to be transmitted over the ITV network later in the year—this programme has already been broadcast overseas.

comment

In the last year or so TVS has been handicapped about as the rising start of the television sector and 1985/86 has been perceived as the year in which its

increased share of advertising revenue and development of overseas programme markets would come to fruition. The City was well prepared for this surge in profits, yet the share price rose by 15p to 278p yesterday. The increase in advertising revenue continues, suspending the TV network by two or three per cent in the interim period—although it is difficult to see how much higher TVS's share can become. Given that a relatively small proportion of profit is gleaned from overseas programme sales TVS will be a beneficiary of the recent reform of Exchequer Levy, but the new Levy structure will inhibit its long-term plans to broaden its income base by developing programme markets overseas.

Given that the chief "export" for the year, the mini-series, Strong Medicine, was pre-sold in the first half, profits growth should slow in the second. The City expects profits of £10.3m for the full year producing a prospective p/e of 10.5 which seems appropriate, after the recent rise in the share price, unless, in the wake of the Thames flotation, the City's new-found love for television prompts a re-rating of this sector as a whole.

**API expansion continues with £7.5m purchase**

Associated Paper Industries is continuing its programme of selective acquisition by paying £7.5m for Tezza which makes a range of self-adhesive products.

API hit serious problems at the start of the 1980s but after a major re-orientation campaign changed itself from a broadly-based paper producer to a highly specialised operation in paper conversion, film and foil.

This acquisition continues its growth into niche sectors of the paper and packaging industry. It is being paid for through the issue of 2.1m shares to the vendors (10.2 per cent of the enlarged capital) of which 478,251 have been placed. The owners of Tezza—a private

company—are also receiving £2.6m of unlisted loan notes.

The original Tezza company Tezza Tapes—was formed in 1970 and is one of the largest European producers of self-adhesive bags used for protecting documents. Subsequently Tezza Data Systems was formed in 1980.

The company, based in Saxmundham and Lelston in Suffolk, employs 110 people and last year made a pre-tax profit of £1.1m on turnover of £7.1m. Its net assets at about £3.2m so API is paying £3.3m good-will. API announced in May interim pre-tax profits of £2.3m on turnover of £33.8m. Its share price rose 6p to close at 240p.

**Emess lifts Rotaflex stake**

Emess Lighting, bidding £50m for UK rival Rotaflex, has raised its stake in Rotaflex to 5.1 per cent. Emess criticised yesterday the failure of MK Electric, holding a 6 per cent stake, to make a full offer for Rotaflex.

comment

The chequered history of hi-tech companies means that investors can be forgiven for racing for the exit on news of pre-tax losses on a passed dividend. Compoest appears to have cut its costs in its early turnover growth to continue. Sadly, the European companies have as yet failed to make a contribution and sales in both Europe and the UK were down in the second half. Doubts linger about Compoest's ability to add new products to what looks like a mature range. However, there is some good news—the balance sheet looks solid and the new management shows signs of taking a firmer grip on overheads. A recovery of pre-tax profits to £500,000 would, compared with a tax charge of 35 per cent, put the shares on a p/e of 7 which might attract devotees of recovery stocks.

**Peak loss**

Peak Holdings, grain and animal foods, incurred losses of £312,000 (£44,000) in the second half, and losses for 1986 as a whole were £597,000 compared with profits of £7,000. Turnover fell from £3.86m to £2.83m. The loss per 7p share was 4.98p.

**AGB Research**

AGB Research, the leading UK market research company, has agreed to buy a majority stake in ASI Market Research of Japan, for an undisclosed sum.

**Slim-line Audiometric cuts losses to £0.53m**

Audiometric Holdings, the Wembley-based distributor of electrical equipment, reduced its losses from £1.25m to £0.53m pre-tax in 1985-86. Loss per share was cut by 2p to 1.5p—the company has been in the red for nine years and last paid a dividend in 1979.

Turnover for the year to February 28 1986 fell from £10.55m to £2.56m. However, during the year the telecommunications distribution and maintenance business of Eagle Distributors was sold to third parties.

The trading performance of the electrical equipment and accessories distribution busi-

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County NatWest Capital Markets Limited  
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**DIVIDENDS ANNOUNCED**

Company	Current Payment	Date	Corr. div.	Total of year	Total last year
Alroy & Smithers	4	July 23	4	4	1.2
Blue Arrow	10.8	Aug 15	0.4	11.2	5.2
Compoest	6.25	—	5.2	6.25	5.2
FNFC	2.25	Aug 26	nil	2.25	4.4
Gresham House 2nd Int	3.45	—	3	4.85	12.25
Leopold Joseph	9.38	—	9.38	12.38	11.25
Mercury Securities Int	21	July 23	16	21	16
Rea Hides	1	—	1	2	2
TV South	3	Aug 28	2	3	0.3
Welpac	0.3	—	0.3	0.3	0.53
Widgit	0.33	—	0.26	—	—
Wiggins Grp	0.5	—	nil	0.5	nil

Dividends shown in pence per share except where otherwise stated. Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ US\$ stock. † Unquoted stock.

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This advertisement is published by S. G. Warburg & Co. Ltd. on behalf of Dixons Group plc ("Dixons"). The Directors of Dixons are the persons responsible for the information contained in this advertisement. To the best of their knowledge and belief (having taken all reasonable care to ensure that such is the case) the information in this advertisement is in accordance with the facts. The Directors of Dixons accept responsibility accordingly.

**OFFER  
CLOSES  
WEDNESDAY**

**Dixons  
OFFER FOR  
WOOLWORTH**

**DIXONS INCREASED OFFER WORTH  
807.6p**

**WOOLWORTH SHARE PRICE  
695.0p**

**DIXONS BID HIGHER BY  
112.6p**

**Dixons increased offer is final. Acceptances should be received by 1.00p.m. on 2nd July, 1986.**

The increased offer will close at 1.00 p.m. on 2nd July, 1986 unless it has by or on that date become unconditional as to acceptances. Dixons has reserved the right, however, to revise, increase, and/or extend the increased offer in a competitive situation. If you require copies of documents, further information, or assistance in completing your Form of Acceptance, please contact S. G. Warburg & Co. Ltd. at: 33 King William Street, London EC4R 9AS, telephone 01-280 2222.

The value of Dixons increased offer (based on the value of Dixons securities being offered in exchange for Woolworth Shares) has been computed by reference to a price for Dixons Ordinary Shares of 332p, based on market prices at 3.30p.m. on 30th June, 1986, after adjusting for Dixons forecast 1986/87 final dividend of 2.425p (net) per share, and an estimate of the value of a Dixons Convertible Preference Share of 97.45p. Cazanova & Co., stockbrokers in Dixons, have confirmed that, based on market conditions on 30th June, 1986, a reasonable estimate of the value of each Dixons Convertible Preference Share would have been 97.45p.

The value of a Woolworth Share, which is quoted on an ex-dividend basis, has been based on market prices at 3.30p.m. on 30th June, 1986.



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SOUTHERN DISTRICT OF TEXAS  
HOUSTON DIVISION

In re  
CONTINENTAL AIRLINES CORPORATION,  
CONTINENTAL AIR LINES, INC.,  
TEXAS INTERNATIONAL AIRLINES, INC.,  
TXIA HOLDINGS CORPORATION,  
TXIA FINANCE (EUROPE) B.V.,  
TEXAS INTERNATIONAL AIRLINES CAPITAL N.V., and  
TEXAS INTERNATIONAL AIRLINES FINANCE N.V.,  
Debtors.

NOTICE RELATING TO REDEMPTION/CONVERSION OF  
7½% CONVERTIBLE SUBORDINATED DEBENTURES OF  
TEXAS INTERNATIONAL AIRLINES FINANCE N.V.  
PURSUANT TO SETTLEMENT AND COMPROMISE OF DISPUTES

TO ALL HOLDERS OF TEXAS INTERNATIONAL AIRLINES FINANCE N.V.  
7½% CONVERTIBLE SUBORDINATED DEBENTURES DUE 1993.

NOTICE IS HEREBY GIVEN THAT:  
1. Stipulation of Compromise and Settlement. As approved by an order (the "Order") of the United States Bankruptcy Court for the Southern District of Texas (the "Bankruptcy Court"), dated June 12, 1986, a Stipulation of Compromise and Settlement (the "Stipulation") has been entered into by and between the above-referenced Debtors (the "Debtors") and the Official Public Debt Committee of Texas International Airlines, Inc. (the "Committee") regarding the 7½% Convertible Subordinated Debentures due 1993 of Texas International Airlines Finance N.V. (the "Debentures"), issued pursuant to that certain Indenture, dated August 13, 1978, as supplemented (the "Indenture"), among Texas International Airlines Finance N.V. (the "Company"), Texas International Airlines, Inc., and Martin Midland Brierley N.V., as successor trustee, which Stipulation shall govern the treatment to be afforded the holders of the Debentures and will settle all disputes between the parties in that regard.

2. Debenture Holders' Alternatives. Pursuant to the terms of the Stipulation and Order, copies of which are on file with the Bankruptcy Court and are available from the counsel whose names appear below, the following alternatives are available to holders of Debentures:

(a) Conversion. At any time prior to 5:00 p.m., New York City Time, on August 8, 1986 (the "Conversion Right Expiration Date"), holders of Debentures may tender Debentures for conversion such that, upon conversion, each holder will receive in respect of each \$1,000 principal amount of the Debenture 68.57 shares of Texas Air Corporation ("TAC") Common Stock (equivalent to a conversion ratio of one share of TAC Common Stock for each \$14.90 principal amount of Debentures) (the "Conversion Alternative"). Additionally, holders may receive an additional \$95.00 in cash for each \$1,000 principal amount of the Debentures (pre-converted in the event of smaller denominations). Such \$95.00 shall be paid unless affirmatively refused. Pursuant to the Stipulation, ACCEPTANCE OF SUCH ADDITIONAL \$95.00 PAYMENT SHALL BE IRREVOCABLE AND SHALL CONSTITUTE A WAIVER OF ALL RIGHTS, CLAIMS AND CAUSES OF ACTION SUCH HOLDER HAS OR MAY HAVE AGAINST ANY OR ALL OF THE DEBTORS, TAC, THE COMMITTEE, THE TRUSTEE, THEIR RESPECTIVE EMPLOYEES OR ANY OTHER PERSON OR ENTITY ARISING OUT OF OR RELATED TO THE DEBENTURES OR THE INDENTURE.

(b) Redemption. The Company has called the Debentures for redemption on August 13, 1986 (the "Redemption Date"). Holders of Debentures may surrender Debentures for redemption at a total redemption price of 102.5% of the principal amount of such Debentures, plus all accrued interest on the Debentures through the Redemption Date (the "Redemption Alternative").

3. Market Information. The reported last sale price of TAC Common Stock on the American Stock Exchange on June 12, 1986 was \$35.75 per share. Based on that price, the shares of TAC Common Stock issuable upon conversion of the Debentures had a market value of \$1,166.25 per share (including cash in lieu of fractional shares) of \$2,465.68. In addition, the holder can elect to receive an additional \$95.00 on account of each \$1,000 principal amount of Debentures tendered for conversion.

4. Redemption Price. The Redemption Alternative affords the holder of each \$1,000 principal amount of Debentures tendered for redemption the amount of \$1,249.59, representing the sum of \$1,025 plus accrued interest of \$224.59 to the Redemption Date.

5. Conversion Versus Redemption. The market price of the TAC Common Stock into which the Debentures are convertible, plus the \$95.00 payable as set forth in paragraph 2(a) above upon conversion, will be greater than the redemption price of the Debentures if the price of the TAC Common Stock is higher than or equal to the market value of the TAC Common Stock as set forth in paragraph 3 above, holders of Debentures should obtain current market quotations for the TAC Common Stock.

6. Procedure for Conversion. (a) In order to exercise the Conversion Alternative, the holder of any Debenture shall tender such Debenture for conversion on or before the Conversion Right Expiration Date by delivering such Debenture, together with all unexpired coupons and any matured coupons in default of payment thereon, accompanied by the written conversion notice set forth on the reverse of the Debenture duly executed by the holder of such Debenture, and with any transfer or assignment of the Indenture, to any of the Company's paying agents listed in paragraph 8 below. As promptly as practicable (but in no event later than 10 business days) after the receipt of such conversion notice and the delivery of such Debenture, the Company shall cause to be issued or paid to the holder of such Debenture, or on his written order, a certificate or certificates for the number of shares of TAC Common Stock issuable upon conversion of such Debenture together with payment of \$95.00 principal amount of Debentures tendered under the terms set forth in the Stipulation and described in paragraph 2(a) above. Provision shall be made in respect of any fraction of a share as provided in paragraph 6(b) below. NO ADDITIONAL PAYMENTS OR ADJUSTMENT SHALL BE MADE UPON ANY CONVERSION OR ACCOUNT INTEREST ON CONVERSION OR ON ACCOUNT OF ANY NON-TAC COMMON STOCK DIVIDENDS ON THE TAC COMMON STOCK ISSUED OR DELIVERED UPON CONVERSION. THE CONVERSION ALTERNATIVE SHALL EXPIRE ON THE CONVERSION RIGHT EXPIRATION DATE.

(b) No fractional shares of TAC Common Stock shall be issued or delivered upon conversion of Debentures. If more than one Debenture shall be delivered for conversion at one time by the same holder, the number of full shares which shall be issuable or deliverable upon conversion thereof shall be computed on the basis of the aggregate principal amount of the Debentures so delivered. If the conversion of any Debenture or Debentures results in a fraction of a share, so amount equal to such fraction multiplied by the Closing Price (as defined in the Indenture) of the TAC Common Stock on the business day on which the Debentures are delivered to the paying agent shall be paid to such holder or other person entitled thereto by the Company, as provided in the Indenture.

7. Procedure for Redemption. In order to exercise the Redemption Alternative, the holder of any Debenture shall surrender such Debenture for redemption by delivering such Debenture, together with all unexpired coupons and any matured coupons in default of payment thereon, to any of the Company's paying agents listed in paragraph 8 below. As promptly as practicable (but in no event later than 10 business days) after the delivery of such Debenture, whichever shall occur later, such paying agent shall pay to such holder, or on such holder's written order, the redemption price of the Debentures as delivered under the terms set forth in paragraph 4 above. INTEREST ON THE DEBENTURES WILL CEASE TO ACCRUE AFTER THE REDEMPTION DATE.

8. Paying Agents. Debentures are required to be tendered or surrendered for conversion or redemption at any of the following paying agents:

- |                                                                                                                                                                         |                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| Citibank, N.A.<br>(Principal Paying Agent)<br>Corporate Trust Services Department<br>5th Floor<br>111 Wall Street<br>New York, New York 10043<br>Attn: Mr. James Bourke | Citibank, N.A.<br>New Manager Strasse 40/42<br>6040 Frankfurt/Main<br>West Germany                   |
| Citibank, N.A.<br>Herengracht 343/349<br>Amsterdam<br>The Netherlands                                                                                                   | Citicorp Investment Bank<br>(Switzerland)<br>Bahnhofstrasse 65<br>8021 Zurich<br>Switzerland         |
| Citibank, N.A.<br>Citicenter<br>10 Le Parvis, La Defense 7<br>Paris, France                                                                                             | Citicorp Investment Bank<br>(Luxembourg) S.A.<br>Midi Office<br>16 Avenue Marie Theres<br>Luxembourg |
| Citibank, N.A.<br>Citibank House<br>336 Strand<br>London WC2R 1HB<br>England                                                                                            | Citibank, N.A.<br>avenue de Tervuren 249<br>B-1130<br>Brussels, Belgium                              |

9. Inquiries. QUESTIONS CONCERNING THE PROCEDURES FOR CONVERSION OR REDEMPTION SHOULD BE DIRECTED TO: Mr. James Bourke of Citibank, N.A., New York, New York, the principal paying agent at (212) 558-3452.

10. Payments Outside the United States. Payments on account of either redemptions or conversions of Debentures at the office of any paying agent outside the United States will be made by check drawn on, or transferred to a United States dollar account with a bank in the City of New York. Any payment made by transfer to an account maintained by the payee with a bank in the United States may be subject to reporting to the United States Internal Revenue Service ("IRS") and to backup withholding at a rate of 20% if payment is recognized as exempt recipients fail to provide the paying agent with an executed IRS Form W-9 certifying under penalties of perjury that the payee is not a United States person or an executed IRS Form W-9 certifying under penalties of perjury that the payee is a taxpayer identification number (employer identification number or security number, as appropriate). Those holders who are required to provide their correct taxpayer identification number on IRS Form W-9 and who fail to do so may be subject to a penalty of \$50. Please therefore provide the appropriate certification when presenting your securities for payment.

11. Method of Delivery. The method of delivery of the Debentures is at the option of the risk of the Debenture holder, but if mail is used, certified or registered mail, properly insured, is suggested.

12. History of Disputes. The Stipulation and the foregoing treatment to be afforded to holders of the Debentures constitutes a settlement and compromise of certain disputes between the Debtors and the Committee arising out of (i) a motion filed by the Debtors with the Bankruptcy Court on or about March 17, 1986 for permission to redeem the Debentures, notice of which motion was published on or about March 28, 1986, which motion was opposed by the Committee and others and (ii) a proposed modification to the then pending plan of reorganization filed by the Debtors on or about May 23, 1986 effecting the treatment to be proposed hereunder to the holders of the Debentures, notice of which was published on or about May 27, 1986, which proposed modification was opposed by the Committee.

13. Reasons For Stipulation. Both the Debtors and the Committee believe that the compromise and settlement of the disputes regarding the foregoing matters which have been resolved by the Stipulation and Order is in the best interests of the Debtors and the Debenture holders. The Debtors believe that the Stipulation and Order will avoid potentially protracted and expensive litigation regarding these matters, with the risks and uncertainties attendant to any such litigation.

14. Further Information. Additional information regarding Debenture holders' rights under the Stipulation and Order may be obtained from the Debtors or the Committee by contacting their representatives at the following addresses:

- |                                                                                                                                                          |                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| WEIL, GOTTSCHAL & MANAGES<br>Attorneys for the Debtors<br>767 Fifth Avenue<br>New York, New York 10153<br>Attn: Jeff J. Friedman, Esq.<br>(212) 510-8692 | BISHOP, LIBERMAN & COOK<br>Attorneys for the Committee<br>1155 Avenue of the Americas<br>New York, New York 10036<br>Attn: David A. Strunwasser, Esq.<br>(212) 704-0100 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Dated: Houston, Texas  
June 12, 1986

BY ORDER OF THE COURT  
HON. T. GLOVER ROBERTS  
UNITED STATES BANKRUPTCY JUDGE

UK COMPANY NEWS

Acquisitions boost for Blue Arrow

THE PERSONNEL services division of Blue Arrow had an improved first half and helped group profits to climb from £90,000 to £236m. Turnover for the six months to April 30 1986 soared from £9.28m to £37.43m.

Mr Antony Berry, the chairman, said the figures included results of subsidiaries acquired during the period from the effective dates of acquisition.

He said the rationalisation and integration of Brook Street Bureau into the personnel services division was completed at the end of April, and the benefits of this would start to be fully realised in the second half.

He added that the group's position as the largest employment services operation in the United Kingdom was further strengthened by the recent acquisition of Hoggett Bowers, a company specialising in executive recruitment, which was also experiencing record levels of business.

The personnel services division had continued to trade successfully into the second half, which traditionally saw a much greater proportion of profits generated. The cleaning division was supplemented by the acquisition of Reliance Cleaning Contractors (London) at the end of April. This would strengthen the profitability of the division in the second half, said Mr Berry.

The group's financial services and business travel operations had developed strongly in the first half, and had each made contributions to overall profitability.

Mr Berry said the group was further extending its geographical coverage and developing the existing range of recruitment services offered.

It was the group's intention to expand in the US where substantial growth potential was

also experiencing record levels of business.

He also said the group was preparing for a listing on the London Stock Exchange sometime this month. It shares are currently traded on the Unlisted Securities Market.

The interim dividend is raised from 4.5p to 9.5p net on the enlarged capital. Earnings per 25p share were up from 1p to 6.5p. First half tax was £836,000 against £81,000, and after dividends of £168,000 (£26,000), and extraordinary debits of £37,000 (£59,000), there were retained profits of £693,000 compared with losses of £38,000.

comment

The benefits from Brook Street and Reliance are all apparent within Blue Arrow's figures with £1.6m of the half year profit coming from these acquisitions and £9.5m of the gain coming from organic growth. Rationalisation costs at Brook Street have been pushed down into extraordinary, but even if these might be better described as above the line exceptional, the cost base is at least that much lower as the business enters the more profitable second half. Cleaning remains problematic; Reliance (where the emphasis is on contract rather than privatisation) has improved the quality of earnings without changing the nature of the problem. Blue Arrow is now sitting back to see if the division can produce a 7 per cent margin on expected turnover of £15m. The group is hoping to land a deal with one or two US recruitment agencies in the coming months and the imminent full listing will help sweeten any earn-out details. For the year, £8m pre-tax should be achievable putting the shares on a prospective P/E of 17.5 at 387p. It may seem high but Blue Arrow's stock has been on a rising wave and the growth outlook remains strong.

M6 Cash & Carry share offer at 100p

BY RICHARD TOMKINS

M6 Cash & Carry, the wholesaling subsidiary of the Rothchild investment group, today takes a step towards independence with the publication of the prospectus for its flotation on the unlisted securities market.

Some 5.45m shares—nearly 65 per cent of the enlarged equity—are being offered for sale at 100p a share by brokers Kitchin & Addison. The company's value at the offer price is £54.5m.

The effect of the flotation will be to reduce J. Rothchild's stake from 92.5 per cent to 39.4 per cent. This is in line with Rothchild's policy of divesting itself of its remaining industrial subsidiaries.

M6 has three cash-and-carry outlets in the M6 motorway. One is at Haydock, near Warrington, another at Crewe, Cheshire, and the third in Brerley Hill, West Midlands. Each offers food, drink and non-food products.

The business was founded by the Bryant family in 1965 but in 1981 a majority holding was acquired by St James Place Development Investments, then part of the Charterhouse Group, which in turn became part of Charterhouse J. Rothschild in 1983.

The original Haydock outlet was joined by the Crewe and Brerley Hill ones in 1982. These last two produced low levels of profits initially and

led to a dip in profits growth in the five years to 1983.

Pre-tax profits in the year to last December were £725,000 on turnover of £59.5m, so M6 comes to the market on an historic price/earnings multiple of 6.8 after an actual tax charge of 15 per cent. There is no profits forecast, but a dividend yield of 5 per cent is predicted.

comment

The size of this issue ruled out the more commonplace method of USM unit, though a placing would have seemed more appropriate. As an offer for the unlisted market, the obscure company is much too small to have any real

Wiggins recovery continues

THE RECOVERY at Wiggins Group continued in the second half and it is returning to the dividend list with a proposed final payment of 0.5p. The group, which trades in building, motor, retailing and property development, reported pre-tax profits for the year to March 31 1986 of £769,000, against losses last time of £132,000.

The shares closed 12p higher, at 88p.

The group also announced the sale of its contracting division to Headcrown. Construction for at least £400,000. The division, which accounted for 33 per cent of group turnover during the year, recorded profits of £44,000.

Mr Stephen Haykin, chairman, said that the companies had taken a considerable amount of management time and it would require the time and resources which could be better used elsewhere in the group.

Payment represents net asset value of the companies at March 31 1986 and there has been an immediate reduction of £750,000 in group borrowings.

Turnover increased by £1m to £63,723, with gross profit coming out at £5,538 (£5m) and operating profit of £2m against losses of £25,000. The pre-tax figure was struck after

interest charges little changed at £1.23m (£1.3m). There was a tax credit of £194,000 down from the previous year's £279,000, to give earnings per 10p share of 2.5p, compared with losses of 0.4p.

Mr Haykin said the year had been one of great activity and progress. "Your directors are encouraged by the improved prospects for property, both commercial and residential, and by the buoyant market for motor cars together with the financial services associated with car sales and hire."

"For the present year he added that all activities were meeting or exceeding targets."

Pay-off for former Reed chief executive

BY DAVID GODDARD

MR MICHAEL COLLINS, formerly chief executive of Reed International's Building Products' Group, was paid £147,900 as compensation for loss of office when the group was sold last year according to the latest Reed annual report.

A buy-out of the group was led by Candover Trust which, along with other investors, paid £61m for the company—now renamed Caradon.

Mr Collins helped arrange the buy-out terms and remains a non-executive director of Caradon, but the chief executive role was taken by Mr Peter Jansen a former director of Redland.

The annual report also reveals that Mr Leslie Carpenter, the chairman, was the highest paid UK director in 1986, with a salary of £141,941 which compares with the £113,928 paid to the best paid director last year.

Gresham House floating off two associates

Gresham House, the London-based investment trust, announced its recovery in 1985 and said yesterday that it intended to float off two of its associated companies.

Gross income for the year improved from £2.25m and after deducting interest and other expenses of £2.07m (£1.75m) profits at the pre-tax level emerged at £576,000, up from £502,000 in 1984. Dividends totalled £842,000 but they fell to £269,000 the following year.

Tax accounted for £168,000 (£159,000) to leave the net balance £45,000 ahead of £408,000. Earnings worked through 0.9p higher at 9.3p per 25p share.

A second interim dividend of 3.5p makes 4.55p net (4.4p). The directors pointed out that the second payment represented the first payment of interest on the total and that they proposed to even this out next year.

Through its issuing house, Security Exchange, Gresham has held discussions with the Stock Exchange with the intention that an application be made for Welsh Industrial Investment Trust, in which it has a 51 per cent investment, to be admitted to the Official List.

It also proposes to make an application to the Stock Exchange for permission to arrange a placing on the USM of ordinary shares in Connitch, a packaging equipment company in which it holds a 40 per cent stake.

Further investments are being sought with the intention of eventual flotation.

Bus and coach setback cuts Widney to £0.13m

THE CONTINUING depression in the UK bus and coach industry severely affected Widney in the opening six months and for the period the Birmingham-based general engineering firm's profits fell from £295,000 to £125,000 pre-tax.

Mr Jonathan Davies, the chairman, said sales in the first quarter were disappointing and an increase in the second was patchy and not sufficiently vigorous to regain lost ground.

Sales for the six months (to March 31, 1986) were little changed at £24.7m (£24.3m). However, it is pointed out that they did not fully reflect the downturn as the comparative figures did not include Francis & Lewis which was acquired at the beginning of 1985.

In addition to the problem

Bus and coach setback cuts Widney to £0.13m

caused by the depression in the bus and coach industry production at Birmingham was disrupted by extensive reorganisation.

In the second six months activity has so far been buoyant and the directors expect profits for the full 12 months to be well in excess of the interim results.

They said yesterday that orders for the Oswestry plant had recovered substantially and that investment in new plant over the past three years had been fully vindicated.

The interim dividend is being stepped up from 0.2625p to 0.33p net from earnings of 1.1p (5.1p) per 40 share. The increase reflects the directors' confidence in the group's future prospects.

Compco rises to £0.6m

INCREASED RENTAL income, coupled with lower interest charges and higher interest earned, resulted in Compco Holdings improving its pre-tax profits from £559,000 to £630,000 in the year to March 25 1986.

Net income from properties belonging to this Edinburgh-based property investment and development company rose from £567,000 to £711,000. Interest was £27,000 compared with £37,000, and other income was up from £11,000 to £63,000. Overheads were higher at £225,000 (£185,000), but interest payable was just

Compco rises to £0.6m

£6,000 against £74,000. Tax took £238,000 against a previous credit of £226,000.

The dividend is raised from 5.2p to 6.25p net, and earnings per 20p were 10.12p (8.845p) before extraordinary items—there was an extraordinary credit last time of £423,000. Net asset value per share improved from 487p to 501p.

The directors said an external valuation of the group's property portfolio showed a modest increase over last year's figure and, as a result, shareholders' funds stood at £10.28m, slightly in excess of £5 per share.

Overheads trim Welpac to £0.36m

A SUBSTANTIAL rise in overheads led profits of Welpac £49,290 lower at £355,306 pre-tax in the year to January 31 1986, a decrease of 13 per cent.

Fixed costs, in particular employee costs, rose by 29 per cent with rent and rates some 25 per cent higher. However, the profits fell was much in line with directors' expectations and the dividend is being held at 0.3p net per 7p share.

Mr Gerald Lavender, the chairman, said all the additional costs were incurred to expand the group's resources to support further growth.

He pointed out that Welpac had sought to expand its strength through the addition of new product lines and new customers—the group's pre-packed hardware and DIY products are sold through leading multiple retailers, stores and builders' merchants.

Trading in the current year is described as satisfactory. The directors do not anticipate major increases in staff or premises requirements in the short term.

Turnover for the past year pushed ahead from £2m to £2.92m. Tax took £140,165 (£178,169) and left net profits at £215,201, against a previous £226,357.

Earnings emerged at 1.17p (£24p). The group obtained a quote for its shares on the USM in early 1984.

Welpac has not been overly forthcoming with financial information in the past and it only has itself to blame that the City remains unimpressed. The shares fell 1p to 15p yesterday having touched 19p last Tuesday after a bounce started a bid around The Famed Squad has been called in. However, the market for pre-packed DIY goods should expand as the leading retailers open more stores and DIY products are sold through leading multiple retailers, stores and builders' merchants.

comment

Welpac has not been overly forthcoming with financial information in the past and it only has itself to blame that the City remains unimpressed. The shares fell 1p to 15p yesterday having touched 19p last Tuesday after a bounce started a bid around The Famed Squad has been called in. However, the market for pre-packed DIY goods should expand as the leading retailers open more stores and DIY products are sold through leading multiple retailers, stores and builders' merchants.

Lifecare Intl.

LIFECARE INTERNATIONAL will not be paying the half-yearly preference dividend, due for payment on June 30. There are 1.1m 6.2 per cent convertible cumulative preference shares in issue, the majority of which are held by fewer than a dozen holders. In the first half of 1985, the company had satisfactory trading at its nursing homes, but completion of sales of sheltered house housing units was slow. Current trading suggests profit for the full year should at least be sufficient to eliminate the deficit on reserves and pay both the preference dividends due on June 30 and December 31, on an ordinary dividend.

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are ordinary or final and the subdivisions shown below are based mainly on last year's timetable.	
TODAY	
Kleinwortz, Benson, Gilt Fund, Kofu Investments, Lloyds Kilgour, Thompson Trust, Fisons, OSE Technology, Estetec and Agony, Fashion and General Agent, Ferranti, General Electric,	July 17 July 10 July 9 July 8
Great Northern Telegraph, O.P. Lovell, A. Monk, Northern Foods, P&O, Reed Executive, J. Rothchild, Scottish and Newcastle, Tumbull Scott.	FUTURE DATES
Amberley	July 17
Birmid Quaker	July 10
M & G Dual Trust	July 9
Southern Sunbeam	July 8
Karys Securities	July 22
Mark (A.)	July 17
Park Food	July 11
Redpath	July 27
Sommerville (William)	July 25

**The Mortgage Corporation**  
announces that its  
**MORTGAGE LENDING RATE**  
will be reduced from  
10.75% to 10.25%  
with effect from  
Tuesday 1st July 1986.

The Mortgage Corporation Limited,  
Victoria Plaza,  
111 Buckingham Palace Road,  
London SW1W 0SR,  
Telephone: 01-834 8444



# MANAGEMENT: Small Business

EDITED BY CHRISTOPHER LORENZ

## Corporate venturing

### How peripheral ideas can take centre stage

THREE YEARS ago, David Butler was the disappointed and tired director of Rank Xerox's international systems business. Disheartened because the group board had— for good reasons, Butler fully admits— just turned down his proposal that Rank Xerox should start marketing artificial intelligence software in Europe; exhausted because flying some 120,000 miles a year on business trips was no fun.

Now, 41-year-old Butler's life could not be more different. He is chairman and controlling shareholder of a £2.6m annual turnover expert systems business with every prospect of making a stock market flotation within the next few years.

But what is really surprising is that Butler's company, Artificial Intelligence, was formed with the blessing of Rank Xerox. It is 25 per cent owned by it and sells 70 per cent of its turnover to the large group. The Watford-based venture is the most successful of the 250 or so small enterprises to have come out of Rank Xerox for a host of reasons over the past five years.

It provides an illuminating example of a type of approach by large companies to small ones which is being hotly debated—but rarely enacted—in boardrooms all over Europe. Spin-outs are held up by their proponents as a way in which large companies can make use of otherwise peripheral ideas. This is quite distinct from external corporate venturing, whereby big companies look for new ideas by investing in independent enterprises, an approach discussed on this page last week.

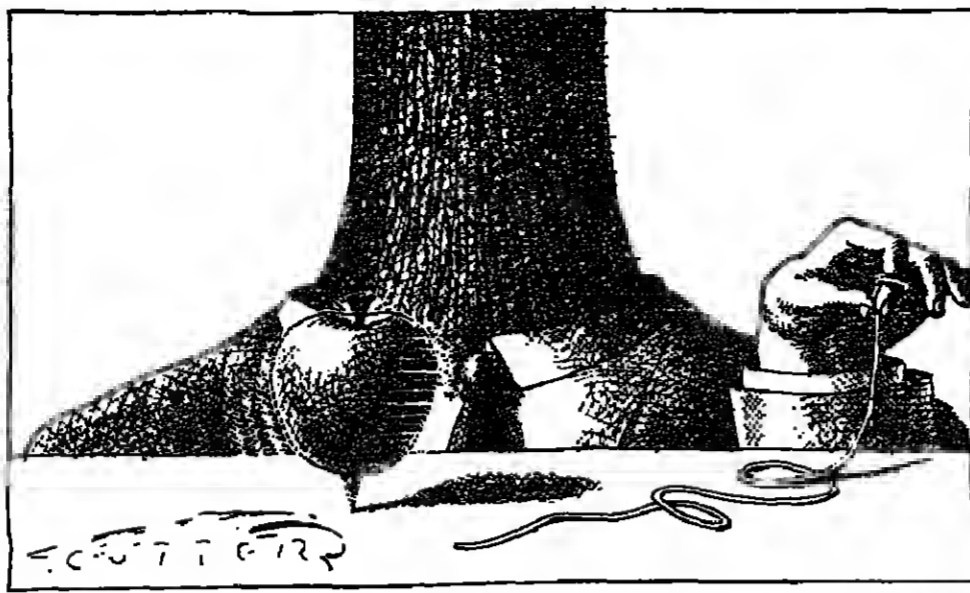
Rank Xerox, for instance, was simply too busy launching new office automation and electronic printing products to take up Butler's artificial intelligence proposal. By allowing him to go independent, Rank Xerox avoided having to stifle the opportunity. And by giving Butler a controlling stake, the group enabled Butler to develop the business far faster than would have been possible within the organisation.

"Because I have control, I don't have to refer decisions to anybody but my own direc-

tors. For that reason, we have been able to beat a number of major companies to the draw by making decisions faster than them," explains Butler. A corollary of being independent was that Butler could expect no financial aid from Rank Xerox, another sharpener for his entrepreneurial instincts.

Rank Xerox is among the small handful of European businesses to have used spin-outs, following an example set for years by US groups like IBM, A.I.T. and General Motors. Ironically, the purpose of the Rank Xerox strategy originally had more to do with saving head office costs than putting spare brainwaves to commercial use.

However, West Germany's Siemens and Britain's Farrant have been more deliberate in their attempts to spin out



full control over all of its interests.

"We are only scratching the surface. If you want to get individuals motivated and running small businesses within large ones, there needs to be a change of philosophy among larger corporations," says Terry McKenna, who runs a corporate venturing consultancy and works on spin-outs with London's Electra Investment Trust.

The key to the Siemens approach is that spin-outs are only allowed to leave the corporate fold in gradual degrees so as to soften the difficult changeover from employee to proprietor. Candidates begin by producing a business plan, which if accepted wins them a new job as an employee of Siemens's venture capital division. Still paid a group salary, they use Siemens cash and equipment to research their projects until — a year or two later — their ventures are good enough to raise capital on fully commercial terms.

It is at that point that parental protection runs out. They leave Siemens as self-employed proprietors and owners, the only condition being that Siemens takes an option over 20 to 25 per cent of their companies' equity.

Teleprocessing has flourished under that system—indeed it was already profitable at the internal stage but Integrated Circuit Testing is still making losses in a market dominated by low cost US and Japanese producers.



Even so, there are already some clear indications of the conditions under which these peculiarly sensitive children might best develop. They thrive on a subtle blend of parental protection and independence—a little hand holding but not too much.

One company that has gone to great lengths to get the balance right is Siemens, the West German electricals giant which caused raised eyebrows in a corporate culture driven by employee allegiance when it announced its first spin-out two years ago. Integrated Circuit Testing, a producer of micro-chip testing machines run by 12 young engineers from the group research department, was followed early this year by Tele-

processing Systems, a data processing business. Several other spin-outs come from the nine ventures to have emerged from ICI's agricultural division over the past two years. All but two of them are running behind budget. Unlike their counterparts at Siemens or Rank Xerox, they get access to soft financing—£10m including running costs so far—and their managers are salaried ICI employees with no equity interest in their enterprises.

Further down the corporate scale, spin-outs are increasingly being recognised by smaller companies as a way to launch new products or expand geographically without having to set up a subsidiary to do it.

That means they can keep the costs of the exercise off their balance sheets, a bonus which is obviously more useful to small businesses than large ones. It also provides a clue as to why the only two spin-outs financed by 3i (Investors in Industry) since it launched a widely publicised campaign last September aimed at large companies have actually been completed by small ones.

## In brief...

**ACCOUNTANTS** Ernst & Whinney are offering companies a grant scanning service based on the recently completed Euroloc database. Euroloc, developed by the University of Strathclyde's Centre for the Study of Public Policy, lists some 600 grant and other aid programmes available from the European Commission and all the European Community countries (except Spain and Portugal). Ernst & Whinney wants to help US, Japanese and other potential inward investors in Europe find the location with the best package of benefits.

**HARD-PRESSED** computer dealers are well known for offering all kinds of incentives to attract buyers. But the latest, from W. H. Smith Business Computer Centre in Crawley, might actually save small businesses some money.

Under the scheme, small businesses will qualify for a free £500 feasibility study by experts from the accountancy firm Peat Marwick so long as they buy £4,750 worth of equipment from the centre.

Details from W. H. Smith Business Computer Centre, 22 High Street, Crawley, West Sussex.

**LONDON Business School** is again running its Firststart Programme, a free part-time course for people wanting to set up in business or already running their own enterprises.

Two information evenings about the course are to be held at the school on July 15 and 16. The course is funded by the Manpower Services Commission, runs for 40 weeks starting at the end of October, with sessions taking up a couple of days every three weeks so that the 30 participants can continue running or establishing their own ventures. Details from Louise Johns, Registrar, Firststart, London Business School, Sussex Place, Regents Park, London NW1 4SA.

**COMPANIES** considering a flotation on the new Third Market, proposed by the Stock Exchange to open on October 27, can find out more at the Third Market Exhibition on September 10 and 11.

Organised by Financial & Business Exhibitions, the event will be held at Glaziers Hall, London Bridge, and will include presentations and seminars from over-the-counter market makers and professional advisers. Details from Christine Prentice, FIBEX, 55 Catherine Place, London SW1E 6DY.

## Focusing in on export potential

Frank Gray reports on an event which aims to stimulate overseas trade by small firms

THE DRIVE by Government and private sector trade promotion groups to boost exports by small British companies will be the focus of attention at Export '86, the UK's second annual exhibition on international trade and services.

The exhibition takes place December 2-4 at The Barbican convention centre in London, and follows last year's launch conference, which was attended by more than 4,000 representatives of large and small UK companies.

The decision to go ahead with a second conference stems from the success of the first conference, and the perception that strengthened institutional support for companies with export potential will help boost British industrial growth.

Conference officials note that British exports grew last year by 6 per cent in volume terms to £78bn, and that exports of manufactured goods rose by 8 per cent in 1985 over 1984.

The British Overseas Trade Board, which is a member of the conference's steering group, has acknowledged that British exporters need continuing support given that most export growth was attributable to the favourable position of sterling against the currencies of Britain's major trading partners. The BOTB sees a strong export performance this year, but would like it to be further boosted by real productivity gains rather than just foreign exchange fluctuations.

The BOTB points out that in the second quarter this year, it supported more than 2,400 British companies in promoting their products and services abroad through trade fairs, missions and seminars. Of these, 1,800 firms were represented at 84 fairs and seminars in 28 countries.

Western Europe and the US remain priority regions. But with the help of the Overseas Development Agency, more funds from its aid and trade provision are being poured to help British exports to China, India and Indonesia, the world's first, second and fifth most populous countries.

The latest aid provision by the ODA was made on June 19 to the Inter-Governmental Group on Indonesia, and provides £40m for agreed development projects which will be spent on British goods and services, and a £5m grant for the

provision of technical co-operation. As the ODA points out, such packages have enormous spin-off potential for small exporters which share in the sub-contracting by bigger UK concerns.

An important feature of Export '86 will be its programme of seminars focusing on such trade instruments as countertrade, forfaiting, short-term finance, getting paid for goods shipped, and finance and foreign exchange.

The seminars will offer the Export Credits Guaranteed Department, and some of its private sector competitors, an opportunity to explain the various face of export finance to companies seeking to export.

One element of this is the larger role now being played by City banks in providing alternatives to the ECGD's comprehensive bank guarantee (CBG) scheme, which it is now phasing out and which will be formally discontinued by October 31, 1987.

## Fine rates

The CBG scheme, introduced two decades ago, provides ECGD guarantees for short-term credit given by banks to UK customers. Because of the scheme, exporters have been able to obtain export finance on a 180-day basis at fine rates of interest. It was decided to drop the scheme last year because of rising losses and the fact that it was falling into disuse. At the moment, there are only 530 CBG policyholders, compared with 2,000 a few years ago.

The ECGD points out that the decision to drop the scheme does not mean any curtailment of export insurance cover for small exporters. Rather, the scheme, as conceived in the 1960s as a device to resolve problems over the erratic availability of export finance in times of tight money, simply had grown obsolescent.

Major banks are now moving to provide alternative schemes covering companies with exports of up to £2m. Among the banks that have moved to fill the small gap is Midland Bank, with its Midflex schemes. Other banks now broadening their own export finance schemes for small companies along similar lines are Hambros, Barclays, National Westminster, Lloyd's and Williams and Glyn's.

## Business Opportunities

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10 Cannon Street, London EC4P 4BY

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K. L. N. Sparks, Several Leases, 21 Alley Park, London SE21 8AU  
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### PROPOSALS ARE NOW INVITED FOR THE OPERATION OF BOATING ACTIVITIES ON THE SINGAPORE RIVER.

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Recreational activities such as canoeing and rowing as well as motorised boating in the form of river cruises are envisaged.

The Singapore Tourist Promotion Board (STPB) is inviting business and concept proposals for boating activities on the Singapore River as well as a floating restaurant at Marina Bay. The closing date for submission of proposals is 31 October 1986.

Details for submission of proposals are contained in the "Guidelines for submission of proposals for boating activities on the Singapore River". Interested parties can obtain a copy of this document by writing in to:

The Divisional Director,  
Product Development  
Singapore Tourist Promotion Board,  
131, Tudor Court, Tanglin Road,  
Singapore 1024, Republic of Singapore.  
Telephone: 2356611  
Telex: STBSPROM RS 33375  
Cable: TOURISPPROM SINGAPORE

Documents submitted in connection with the submission of proposals will be treated as confidential and will not be returned.



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Miller Buckley Civil Engineering Ltd (Rugby)

Civil Engineering projects particularly tunnelling principally for the public sector.

Miller Buckley Plant Ltd (Rugby)

Plant Hire

Stratheden Homes Ltd (Bournemouth)

Sheltered housing developments in the South of England.

Dividag Systems Ltd (Southam)

Manufacture of specialist steel components for the civil engineering and construction industries.

Benbow Contracts Ltd (Newton Abbot)

Shop-fitting and joinery.

Miller Buckley Developments Ltd (London)

UK Property Development.

Miller Buckley Overseas Ltd

Properties in the USA and Barbados.

Requests for further information should be directed to: AN Hanson and MD Garcia, The Joint Receivers and Managers, Buckley Investments Limited, Price Waterhouse, 1 London Bridge, London SE1 0DL. Telephone: 01-407 6289 Telex: 631709 or 634716

Price Waterhouse

FOR SALE MAJORITY SHAREHOLDER GROUP SELLS RUBBER PRODUCTS FACTORY

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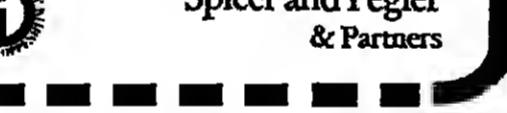
Enquiries to: M.L. Page and P.J. Harris, Peat, Marwick, Mitchell & Co., Holland Court, The Chase, Norwich NR1 4DY. Telephone: 0603 620481 Telex: 975539



Precision Mould Maker to Rubber Industry Leicester

For sale as a going concern designers and manufacturers of moulds and trimming equipment for the rubber industry.

For further details contact: L.K. Denney or H. Wilks, Spicer and Pegler & Partners, Clumber Avenue, Sherwood Rise, Nottingham NG5 1AH. Tel: (0602) 607131



Electrical Plant Hire Company (Specialising in electrical generators)

Offers are invited for the going concern business of Stewart Thomson & Sons (Liverpool) Limited - in Liquidation. The company supplies electrical generators on hire to a wide range of customers throughout the North West of England.

Further information from the Liquidator: F.W. Taylor FCA, Arthur Young, Silkhouse Court, Tithebarn Street, Liverpool L2 2LE. Telephone: 051-236 8214 Telex: 629179 AYU

Specialist Circuit Board Manufacturer

The Joint Receivers offer for sale the goodwill, assets and undertaking of the above company based in Stockport, specialising in the design and manufacture of single, double sided, plated through and multi-layer circuit boards.

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For information contact the Joint Receiver: Touche Ross, Mr A.R. Houghton, 33-34 Chancery Lane, London WC2A 1EW. Tel: 01-403 8799. TR 261294 TRICHANO

For Sale by the receivers, the business and assets of Goddard Foods Limited

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Spicer and Pegler

Company Notices

ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED

(Incorporated in the Republic of South Africa) Registration No. 01/0539/05. NOTICE IS HEREBY GIVEN that the Shareholders of Anglo American Corporation of South Africa Limited will be held at 44, Main Street, Johannesburg, on Wednesday, August 20, 1986, at 09:00 a.m.

NOTICE OF CHANGE OF REGISTERED OFFICE

HARRISON MALAYSIAN PLANTATIONS BERHAD. NOTICE OF CHANGE OF REGISTERED OFFICE. HARRISON MALAYSIAN PLANTATIONS BERHAD, a public company incorporated in Malaysia, has changed its registered office.

NOTICE OF EXTRAORDINARY GENERAL MEETING

TRAFFALGAR FUND S.A. An Extraordinary General Meeting of the shareholders of TRAFFALGAR FUND S.A. will be held at the registered office of the company, 14 rue Aldringen, Luxembourg, on July 16, 1986, at 10:00 a.m.

Nordisk Gentofte A/S

Dividend. Dividend 10 per cent payable for 1985/86 will be paid after deduction of 30 per cent dividend tax against encashment of the interim certificate at.

DEN DANSKE BANK, 12, Holmens Kanal, DK-1082 København K, Denmark.

LEGAL NOTICES

GARE OF BAKER STREET LIMITED

NOTICE IS HEREBY GIVEN pursuant to Section 58 of the Companies Act, 1985 that a Meeting of the creditors of the above-named Company will be held at the offices of LEONARD CURTIS & CO., Chartered Accountants, 30, Eastbourne Terrace, (2nd Floor), London W1P 6LP, on Thursday, the 10th day of July 1986 at 2.30 o'clock in the afternoon, for the purpose provided for in Sections 589 and 590.

IN THE MATTER OF ANTI-SUBSIDIARY RIGHTS

NOTICE IS HEREBY GIVEN that the creditors of the above-named Company, which is being voluntarily wound up, are required, on or before the 31st day of July, 1986, to send to the liquidator, Elizabeth Collins, Director of the said Company, a statement of their claims or debts, as such claims and debts shall be specified in such statement, in duplicate, and the same shall be included in the final distribution made before such date as is provided.

LEGAL NOTICES

ART GALLERIES

WILSON GIBSON & SON, 1000 St. Vincent Street, Glasgow G2 3JF. NOTICE OF CHANGE OF REGISTERED OFFICE. WILSON GIBSON & SON, a public company incorporated in Scotland, has changed its registered office.

Dated this 29th day of June, 1986. K. O. GODDARD, Liquidator.



LONDON RECENT ISSUES

Table of recent issues in the equities market, listing stock names, prices, and changes.

Table of fixed interest stocks, including government and corporate bonds, with details on interest rates and prices.

Table of 'RIGHTS' offers, detailing various rights issues and their terms.

Disclaimer text regarding the accuracy and liability of the data provided in the tables.

Advertisement for 'Can Europe catch up?' featuring a bound reprint of articles from the Financial Times.

FT CROSSWORD PUZZLE No. 6061

A crossword puzzle grid with clues provided for both across and down words.

Answers to the crossword puzzle, including 'Garden pest, immature yet shrewd (6)', 'Sorry - I'm against sort of square ceremony (8)', etc.

AUTHORISED UNIT TRUSTS

Large table listing authorized unit trusts, including names, managers, and performance metrics.

FT UNIT TRUST INFORMATION SERVICE

Large table providing detailed information for various unit trusts, including descriptions, managers, and investment strategies.



AUTHORISED UNIT TRUSTS & INSURANCES

Table listing various insurance and unit trust products, including 'Worleypool Unit Trust Managers Ltd', 'Weston Unit Trust Managers Ltd', and 'Whitbread Unit Trust Managers Ltd'.

INSURANCES

Table listing various insurance companies and their products, including 'AA Friendly Society', 'Abney Life Assurance Co Ltd', 'Aetna Life Insurance Co Ltd', and 'Allied Dunbar Assurance Plc'.

Table listing various unit trusts and insurance products, including 'Equity Star Investment Funds', 'Equitable Life Assurance Society', 'Equity & Law', and 'Equity & Law'.

Table listing various unit trusts and insurance products, including 'Equity & Law', 'Equity & Law', 'Equity & Law', and 'Equity & Law'.

Table listing various unit trusts and insurance products, including 'Equity & Law', 'Equity & Law', 'Equity & Law', and 'Equity & Law'.

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INSURANCE, OVERSEAS & MONEY FUNDS

Table listing various insurance and overseas funds, including Standard Life Assurance Company, Sun Alliance Insurance Group, and Sun Life of Canada (UK) Ltd.

Table listing various overseas funds, including Brown Shipley Fund Mgmt (CI) Ltd, Butterfield Management Co Ltd, and CAL Investments (NI) Ltd.

Table listing various money funds, including NEI Samuel Investment Mgmt Int'l SA, NEI Britannia Int'l Ass Ltd, and NEI Income & Growth Fd.

Table listing various money funds, including J. Henry Schroder Wagg & Co Ltd, Schroder Fm. Mgmt. Int'l. Limited, and Schroder Fm. Mgmt. Int'l. Limited.

Table listing various money funds, including World Bank Fund Limited, World Bank Fund S.A., and World Bank Fund S.A.

MANAGEMENT SERVICES

OFFSHORE AND OVERSEAS

Money Market Trust Funds

Money Market Bank Accounts

TRADITIONAL OPTIONS

3-month call rates

Notes

Notes

Notes



COMMODITIES AND AGRICULTURE

South African coal industry counts the cost of political disapproval

BY MAURICE SAMUELSON

AN EFFECTIVE EEC ban on coal imports from South Africa would be a serious setback for the country's growing coal industry at a time when prices are already under pressure.

South African mining house, told a coal trade conference in Amsterdam two weeks ago that exports this year could be cut by 5m to 10m tonnes to 40m, with a further small reduction in 1987.

South Africa's coal exports will grow far more slowly than in the past, and more slowly than the world market. However, expanding at 4 per cent a year it will still reach 79m tonnes by the year 2000 against 44m last year.

With the depreciating rand boosting profits in domestic terms, there is ample scope for discounting, he says. Max Peak forecasts that the South African coal exports will grow far more slowly than in the past, and more slowly than the world market.

Table with 2 columns: Country, Exports in 1985 (million tonnes). Includes Japan, France, Italy, Denmark, Hong Kong, Israel, West Germany, Korea, Netherlands, Spain, Belgium, US, Taiwan, Greece, Others, Total.

There is effectively a two-tier market, consisting of South African coal on the one hand, and coal from politically more acceptable suppliers on the other.

Peace hopes rise in US

Copper industry

THE HARD-PRESSED US copper industry and its workers yesterday moved towards a peaceful settlement of new three-year pay accords.

Asarco's 1,600 unionised workers at the Magma and Pinto Valley subsidiaries in Arizona had overwhelmingly accepted the agreements.

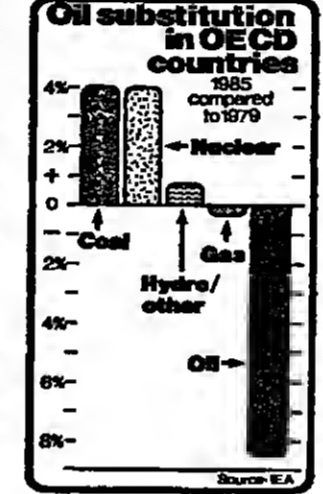
Table with 2 columns: Commodity, Price (cents/lb). Includes Aluminium, Copper, Lead, Nickel, Tin, Zinc, Silver.

Report shows cut in oil use

BY MAX WILKINSON

THE INDUSTRIAL world's oil consumption as a proportion of total output has been cut by 7 per cent since the 1973 oil crisis, according to the latest figures from the Paris-based International Energy Agency.

However, it says that the rate of decline in oil consumption has slowed progressively from just over 7 per cent in 1980. By 1985 the OECD countries' oil requirements were 8m b/d below the peak reached in 1978.



Annual Oil Market Report 1985. Source: IEA.

China aims to cut imports of metal

BY ROBERT THOMSON IN PEKING

THE CHINESE Government plans to intensify its drive to increase domestic production of non-ferrous metals.

China Daily, Feng drew attention to the particular need for increased production of aluminium, which is regarded by the Government as a second only to steel in its importance for the country's modernisation plans.

and metals processing plants, while 20 projects have been earmarked for imports of foreign technology this year.

LONDON MARKETS

THE COFFEE market began the week with a firmer tone following last week's sharp decline. But the rise, which lifted the September futures position by 22.50 to 176.50 a tonne, was not due to any fresh bullish news.

INDICES

Table with 2 columns: Index Name, Value. Includes June 1986 vs 1985, Dow Jones, etc.

MAIN PRICE CHANGES

Table with 2 columns: Commodity, Price Change. Includes Metals, Grains, etc.

US MARKETS

THE ENERGY COMPLEX fell following Opec's failure to reach agreement on production quotas, reports the Meeting, which concluded yesterday morning, left Opec no nearer to reaching the united front needed if it is to sign a deal on oil prices.

HEATING OIL

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

PLATINUM

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

SILVER

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

SUGAR

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

LIVE CATTLE

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

LIVE HOGS

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

MAIZE

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

SOYABEAN

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

WHEAT

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

POTATOES

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

GAS OIL FUTURES

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

Recovering from a slow start

FARMER'S VIEWPOINT

By John Cherrington

ALTHOUGH THE development of the crops and grass still seems to be at least two weeks later than normal farms are now looking much better than they did at the beginning of June.

There is no reason to believe that the uptake of the UK crop will be any better this year and as whole of the extra tonnage will have to go to the intervention store.

ALUMINIUM

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

COPPER

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

LEAD

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

NICKEL

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

TIN

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

ZINC

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

GOLD

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

SILVER

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

COFFEE

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

COCOA

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

SOYABEAN MEAL

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

WHEAT

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

BARLEY

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WHEAT

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TEA

Table with 2 columns: Month, Price. Includes July, Aug, Sept, Oct, Nov, Dec, Jan, Feb, March, April, May, June.

MEAT

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SOYABEAN

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INDUSTRIALS-Continued. Table listing various industrial stocks with columns for High, Low, Stock, Price, and % Change.

LEISURE-Continued. Table listing leisure-related stocks with columns for High, Low, Stock, Price, and % Change.

PROPERTY-Continued. Table listing property-related stocks with columns for High, Low, Stock, Price, and % Change.

INVESTMENT TRUSTS-Cont. Table listing investment trusts with columns for High, Low, Stock, Price, and % Change.

FINANCE, LAND-Cont. Table listing finance and land-related stocks with columns for High, Low, Stock, Price, and % Change.

MINES-Continued. Table listing various mining stocks with columns for High, Low, Stock, Price, and % Change.

INSURANCES. Table listing insurance-related stocks with columns for High, Low, Stock, Price, and % Change.

PROPERTY. Table listing property-related stocks with columns for High, Low, Stock, Price, and % Change.

TRUSTS, FINANCE, LAND, etc. Table listing trusts, finance, and land-related stocks with columns for High, Low, Stock, Price, and % Change.

FINANCE, LAND, etc. Table listing finance and land-related stocks with columns for High, Low, Stock, Price, and % Change.

MINES. Table listing various mining stocks with columns for High, Low, Stock, Price, and % Change.

REGIONAL & IRISH STOCKS. Table listing regional and Irish stocks with columns for High, Low, Stock, Price, and % Change.

NOTES. A section containing various financial notes, disclaimers, and information regarding the data presented in the tables.



LONDON STOCK EXCHANGE

Slow early advance gains momentum and equities close at day's best

Account Dealing Dates
\*First Declared Last Account
Dealings (Mon) Dealings Day
to 16 June 26 June 27 July 7

Leading shares edged forward slowly on the opening session of a new trading Account in London yesterday. Turnover remained moderate with situation shares and shares recommended in the weekend Press columns claiming most attention. Many current takeover favourites benefited from early confirmation of last week's reports that Grattan was to merge with Next. A scheme has been agreed whereby Next is offering share exchange terms, or a cash alternative for Grattan. The latter rose sharply to close 78 up at 532p, after 543p, while Next fell 10 to 262p.

The lack of any apparent activity following the disappointing influence for blue chip issues, which gained little help from Wall Street's continued buoyancy. Cautious investors appeared to be more equidistant but institutional operators again maintained a highly selective approach to investment in the 14m nil-paid shares of NatWest resulting from the recent rights issue were easily placed at an average new price of 300p.

Private client business was also light but the tone improved and the FT indices progressed throughout the session to close at the best of the FT Ordinary share settled 12.7 up at 1,367.1 and the FT-SE 100 share ended 10.7 higher at 1,048.5. From midday onwards the market was particularly thin, although the pace of the advance quickened noticeably.

Steady progress and closed on a distinctly firm note. Rises of 10 were common to Taylor Woodrow, 33p, and BHP Industries, 530p, with similar gains encompassed Blue Circle, 633p, and Barratt Developments, 148p. Buyers also favoured George Wimpey which moved up 6 to 310p and Bellway, finally 9 to the good at 184p. Elsewhere, however, renewed speculative buying interest and gained 11 to 306p, while Raine Industries, still awaiting the outcome of merger talks with a former private concern, put on 7 to 77p. The return to profitability boosted Wiggins 12 to 53p, while demand in the restricted market for Shellfish, Bric 6 to 25p, Travis and Arnold found support at 418p, up 10 to 418p, and Walter Lawrence firm 6 to 10p.

Earlier initially on currency considerations, ICI staged a late rally to close 1 higher on the day at 510p. Among other household names, Lloyds Bank rose 1 to 330p, Allied Colloids improved 6 to 190p, James Hatfield attracted support following Press comment and put on 6 to 155p.

Mail-orders buoyant
Proceedings among Stores again centred on Mail-order houses. Grattan, up 32 last week, and its sister company, relative buying—spurred another 78 to 882p following the agreed share-exchange offer from Next, while Hambleton, up 24p, 248p, sympathetic response was evident in Freeman's, 438p, and Empire, 210p, up 20 and 8 respectively. Other notable counters to improve included N. Brown Investments, 35p dearer at 645p, and Fine Art Developments, 3p dearer at 152p.

Elsewhere, interest was generally at a low ebb, although dealers reported a firmer tone after hours. Barrow put on 8 to 252p, while Sears revived and

interim statement, while Combined Lead Finance gained 10 to 135p in reply to Press comment. The major clearers made modest progress in light trading, but NatWest settled a shade cheaper at 513p as the rumour of the rights issue was placed yesterday.

Composite Insurances moved higher under the lead of General Accident, finally 30 up at 642p. GIE rose 17 to 892p. Life Insurances made progress helped by favourable comment. Abbey Life firm 4 to 138p, and Legal and General 4 to 47p.

Compression presses manufacturer Bepel made a quiet debut in the Unlisted Securities Market, the shares opening at 33p and closing at 30p compared with the placing price of 37p. Shipping and financial services company Horace Clarksons were introduced to the market yesterday, and the shares advanced from an opening level of 78p to 88p before the close of 9p.

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FINANCIAL TIMES STOCK INDICES
Table with columns for Date, Index, and various stock categories like Government Secs, Foreign Int, Gold Mines, etc.

London Report and Latest Share Index: TEL. 01-266 9026

hardened 4 to 128p. Marks and Spencer closed 6 higher at 205p. In contrast, Woolworth fell 36 to 205p. The market view was that the welcome offer from Dixons will prove to be unsuccessful. Dixons eased a few pence to 323p; 23 other closes tomorrow. Secondary Stores usually held close to pre-weekend positions with the exception of Dixons which advanced 15 to 153p and reported from a gain of 6 to 322p in GEC ahead of today's preliminary statement, leading Electricals rarely strayed from previous closing levels. Elsewhere, Grand Metropolitan edged up 5 to 418p, while Trusthouse Forte, interim figures due tomorrow, firmed 4 to 170p.

Pillington advance
The majority of movements in the miscellaneous industrial sector were limited to a few pence either way, but Pillington attracted buyers and put on 14 to 428p, while Trafalgar House edged up 6 to 256p and Beeston Aerospace made progress at 430p, up 9. Elsewhere, Pearson, the subject of renewed speculative demand, put on 23 to a new high for the year of 558p. British Aerospace made progress at 430p, up 9. Elsewhere, Pearson, the subject of renewed speculative demand, put on 23 to a new high for the year of 558p.

TV South rose 15 to 278p as the counter revealed a margin of profits well in excess of market estimates. Jaguar attracted fresh US support despite the strength of sterling and rose another 8 to 248p. The counter was supported last week with sentiment aided by a chart "buy" signal. Elsewhere, truck manufacturers ERF, sharply better

recently following the impressive profits recovery, touched 90p before setting 5 up on balance at 85p. Components featured in the market with a rise in Dowty after Press mention, while Dowty was also wanted and rose 5 to 233p. Hopes of further recovery stimulated substantial "call" option activity among Distributors. Applera met late support and advanced 15 to 45p, while Hartwell, additionally buoyed by an investment recommendation, closed 6 higher at 100p. Revived demand for shares in the sector, H. and J. Quick 6 for a two-day gain of 18 to 92p. BSG closed 2 1/2 to the good at 82p following the company's confidence expressed at the annual meeting. Western Motor, still eagerly anticipating the property revaluation, improved 13 to 258p. The counter was supported by persistent demand in front of the forthcoming first-half figures lifted Associated Newspapers another 10 to 306p, vague takeover rumours prompted revived interest for Bristol Evening Post, finally 50 to the good at 700p; the annual results are scheduled for July 15. Advertising agencies highlighted Wright Callaghan Rutherford Scott which attained a new peak of 545p before setting a net 23 up at 540p in the reduced annual loss a newsletter recommendation.

Favourable weekend Press comment encouraged demand for Anglo Securities which closed 7 at the day's best of 849p. MEPC were also a firm market rose 8 to 355p. Elsewhere in the Property sector, Abaco Estates, up 2 further to 500p, buying and gained 7 to 75p, while demand of a similar nature left Five Oaks 6 higher at 62p. Buyers returned for Marler Estates, up 2 further to 200p, while Press comment boosted Egerton Trust 12 to 110p. Estates and Agency attracted support in a restricted market ahead of today's annual results and rose 10 to 170p.

Courtaulds led Textiles higher, rising 6 more to 306p on further consideration of the chairman's statement and the apparent success of the restructuring operation to analysts. Lister rose 6 to 88p awaiting the preliminary results, while a newsletter recommendation lifted the counter to 100p. Fresh speculative support was noted for Towles "A" and Sanderson Murray and Elder, up 7 pence to 95p and 100p respectively.

NEW HIGHS AND LOWS FOR 1986
NEW HIGHS (140)
NEW LOWS (25)
Table listing various companies and their high/low prices for 1986.

BASE LENDING RATES
Table listing various banks and their base lending rates.

specifically.
The OPEC meeting in Brioni came to an end with no official agreement on output quotas but members announced they are to meet again in Geneva on July 28 following consultations with governments. Oil prices were a shade easier and leading Oil shares showed minor changes in either direction. BP proved an exception and rose 8 to 689p following the statement by the company's group treasurer to a meeting of analysts in Zurich that BP's second quarter results will be a "pleasant surprise" to shareholders. Burmah edged up 3 to 411p.

Second-line oil provided firm features in Shell Oil, finally 4 up at 36p, after equalling the 1986 high of 40p, and Premier, 4p firmer at 23p, both in response to favourable Press mention. Sovereign Oil and Gas held around 30p ex-rights with the "new" finally quoted at 3p premium. Steena Romana were unaltered at 15p despite news of the 22.56m rights issue of Convertible stock.

The failure of the EEC heads of government to agree on a package of economic sanctions against South Africa at the meeting in The Hague last week—a further EEC review of the situation will follow the visit of Sir Geoffrey Howe to the Republic towards the end of July—prompted a modest rally in South African gold and related issues. Sentiment in the sector was additionally boosted by an uptick in the bullion price, which improved to around \$346.75 an ounce during the afternoon. However, the performance by the Financial Rand, which was trading in the region of 23.5 cents towards the close.

Business in Golds was depressed as extremely thin and prices edged higher at the outset in the wake of persistent small support believed to have emanated from Johannesburg. Overhead clouded short positions was said to have been the major reason for widespread small gains in the sector. The Gold Mines index posted a rise of 4.0 to 302.5, despite numerous constituents being quoted "ex" the June dividends; in "cum" dividend terms the index put on 7.4 to 302.5.

South African Financials mirrored the general advance by Anglo and Anglo American Corporation added 2 1/2 to 718p, while Gencor put on 32 to 710p. Consolidated Gold Fields performed well in UK-domiciled Financials, improving 22 to 452p, reflecting a mixture of vague takeover rumours and "cheap" buying. RTZ hardened a shade to 602p.

The recent poor showing by Australian miners continued in overnight domestic markets—the final session of the Australian annual year. Consequently prices opened lower in London and thereafter moved narrowly in either direction. CRA slipped back 6 more to 280p and Western Mining eased 3 to a 1986 low of 127p. BHM were a similar amount off at a low of 87p. Goldfields, Central, Noranda, 17 down at 325p. The more speculative issues included a first spin in Y&O Resources, which aggressively bought overnight, which edged up 2 1/2 to 101p.

Business in Traded Options started the week on an encouraging note with overnight contracts amounting to 20,475—15,170 calls and 5,305 puts. British Petroleum attracted 1,393 calls, while Courtaulds were also in demand with just over 1,000 calls transacted. GEC recorded 1,075 calls and 184 puts ahead of today's full-year figures.

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EUROPEAN OPTIONS EXCHANGE
Table with columns for Stock, Vol, Last, Bid, Ask, etc.

TRADITIONAL OPTIONS
Table listing various traditional options and their prices.

FRIDAY'S ACTIVE STOCKS
Table listing active stocks on Friday and their price changes.

YESTERDAY'S ACTIVE STOCKS
Table listing active stocks on the previous day and their price changes.

RISES AND FALLS YESTERDAY
Table showing the rise and fall of various stocks on the previous day.

FT-ACTUARIES SHARE INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS & SUB-SECTIONS
Table with columns for Index No., Day's Change, etc.

FIXED INTEREST
Table with columns for Price, Index, etc.

NEW HIGHS AND LOWS FOR 1986
Table listing various companies and their high/low prices for 1986.

BASE LENDING RATES
Table listing various banks and their base lending rates.

LONDON TRADED OPTIONS
Table with columns for Option, Calls, Puts, etc.

Table with columns for Option, Calls, Puts, etc.



WORLD STOCK MARKETS

Table of world stock markets including Australia, Germany, Norway, Japan, and Hong Kong. Columns include country, date, price, and change.

CANADA

Table of Canadian stock markets including Toronto and Montreal. Columns include stock name, price, and change.

INDICES

Table of various stock indices including Australia, Austria, Belgium, Germany, France, Italy, Japan, Netherlands, Norway, Singapore, South Africa, and Switzerland.

OVER-THE-COUNTER

Table of over-the-counter market prices for various stocks, including companies like SFE, SBC, and SBC.

NEW YORK

Table of New York stock market data including indices, futures, and options.

FINANCIAL TIMES

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LONDON

Table of London stock market prices for various companies like BAE, Shell, and BP.

BASEL/GENEVA/LAUSANNE/LUGANO/ZURICH

Table of stock prices for Basel, Geneva, Lausanne, Lugano, and Zurich.

SWITZERLAND

Table of Swiss stock market prices for various companies.

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Prices at 3pm, June 30

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices for various companies, organized in columns with headers for stock names, prices, and changes.

Kidder, Peabody International Limited. International Investment Bankers. An affiliate of Kidder, Peabody & Co. Incorporated. Founded 1865. New York • London • Paris • Geneva • Zurich • Hong Kong • Tokyo.

Continued on Page 35



NYSE COMPOSITE PRICES

AMEX COMPOSITE PRICES

Prices at 3pm, June 30

Table of NYSE Composite Prices. Columns include Stock, P/E, High, Low, Change, and Volume. Includes sub-sections for Continued from Page 34, S, T, U, V, W, X, Y, Z.

Table of AMEX Composite Prices. Columns include Stock, P/E, High, Low, Change, and Volume. Includes sub-sections for S, T, U, V, W, X, Y, Z.

Table of AMEX Composite Prices (continued). Columns include Stock, P/E, High, Low, Change, and Volume. Includes sub-sections for S, T, U, V, W, X, Y, Z.

OVER-THE-COUNTER Nasdaq national market, 2:30pm prices

Table of Over-the-Counter prices. Columns include Stock, Sales, High, Low, Last, and Change. Includes sub-sections for S, T, U, V, W, X, Y, Z.

Continued on Page 33



# FINANCIAL TIMES

## WORLD STOCK MARKETS

### WALL STREET

## Speculation on rates spurs rally

THE BELIEF that the Federal Reserve will cut the discount rate soon ahead of any interest rate moves by Japan or West Germany, triggered a rally on Wall Street yesterday, writes Paul Hannon in New York.

At 3pm the Dow Jones industrial average was up 10.55 at 1,895.81.

Yesterday was the first time that the Dow had been quoted above the 1900 level. The previous record close of 1,895.80 was established on June 8.

The takeover arena, which accounted for much of the market's activity last week, continued to attract investor attention.

Punhandle Eastern, busy in late trading on Friday, opened with a gain of 1 1/4 to \$49 1/2 after the board revealed a \$50 per share takeover offer from Star Partners. Punhandle later reduced that gain to 1/2 in very heavy trading.

Loral, a defence contractor, advanced a further 1 1/4 to \$44 1/2 after last week's offer to acquire Sanders Associates for \$44 per share. Sanders, rejecting the bid as inadequate and laying the ground-

work for a bidding war, rose 5/8 to \$50 1/2. Other features in the defence technology sector included Boeing's 1 1/4 gain to \$63 1/2, partly attributed to the aerospace group's sale of 7 more 737-300s to USAir, and Raytheon's 1/2 advance to \$63. Northrop picked up 1/8 to \$49 1/2.

Among leading blue chips, IBM firmed 3/8 to \$117 1/2 after an early loss of 3/4, while General Motors at \$77 1/2 was 5/8 higher. Philip Morris added \$1 to \$75 1/2.

In the drugs sector, solid gains were scored as Merck put on 3/8 to \$104, while Upjohn at \$92 1/2 was 1/2 stronger. Eli Lilly managed a \$1 advance to \$80 1/2, while Syntex traded 1/4 up at \$72 1/2.

Oils were uneasy amid reports that the latest Opec meeting had failed to formulate a price stabilising strategy, which, according to some analysts, could lead to another sharp fall in crude oil prices later this year.

Amoco retreated 3/8 to \$61 1/2 and Chevron lost 3/8 to \$38. Atlantic Richfield slipped 3/8 to \$52 1/2 while Exxon edged 1/8 lower to \$60 1/2.

The prospects of a cut in the discount rate had a dampening effect on bank issues. BankAmerica gave up 1/4 to \$15 1/2 in thin volume, while Chase Manhattan lost 3/8 to \$44 1/2.

Data General traded \$1 higher at \$34 1/2 as the group revealed plans for further job cuts in its global restructuring. Scott Paper, the tissue and paper towel maker, held unchanged at \$50 after an early loss of 3/8, while Hammermill Paper reversed an early drop of 3/8

to trade unchanged at \$42 1/2 after forecasting strong results for the year.

On the American Stock Exchange, Wickes was actively traded 3/8 higher to \$6 while Lorimar Telepictures dipped 5/8 to \$31 1/2.

Bonds firmed on the prospects of a discount rate cut with gains of 1/4 to 1/2 in US Treasuries.

A firmer federal funds rate of 7 1/2 per cent was partly attributed to end-of-quarter pressure and the settlement of \$9.75bn of two-year Treasury notes sold on June 18 and \$1.25bn of four-year notes sold on June 24.

The Treasury's bellwether 7 1/2 per cent long bond traded 1/2 higher at 99 1/2 while the 7 1/2 of 1996 rose 1/2 to 100 1/2.

The three-month Treasury bill shed 2 basis points to 5.95 per cent, while the six-month issue fell 8 basis points to 5.90 per cent. At 6.04 per cent the one-year Treasury bill was three basis points lower.

### LONDON

## Slow start to new account

LEADING shares edged forward slowly on the opening session of a new trading account in London.

Many current takeover favourites benefited from early confirmation of last week's reports that Grattan, up 76p at \$32p, was to merge with Next, down 10p at 25p.

The FT Ordinary index settled 12.7 higher at 1367.1 and the FT-SE 100 index ended 10.7 firmer at 1648.8.

The prospect of base rates remaining high for longer than recently envisaged proved a dampener to Government stocks and in an overstocked market, longer maturities fell a point. The shorts sustained losses ranging to 1/2 but index-linked steadied after Friday's marked decline.

Chief price changes, Page 33; Details, Page 32; Share information service, Pages 30-31

### HONG KONG

A LATE WAVE of institutional selling, particularly by large European fund management houses, depressed the Hong Kong market and left the Hang Seng index down 11.87 at 1,738.11.

Some of the greatest weakness was seen in the property sector. Cheung Kong dropped 20 cents to HK\$20.40, Hongkong Land 5 cents to HK\$55.85 and Sun Hung Kai Properties 10 cents to HK\$12.20.

Ka Wah Bank shed 90 cents to HK\$3.90 having traded between HK\$3.50 and HK\$4.80. The wide spread was attributed to a lack of shares in the market. Only 3 per cent of the bank's stock is in public hands compared with about 20 per cent for most other listed companies.

Trading was a thin HK\$339m, compared with Friday's HK\$338m as the holiday season began to take its toll.

### AUSTRALIA

CONTINUING nervousness over the outlook for the economy and the local currency left Sydney easier on the final day of the financial year with the All Ordinaries index down 4.2 at 1,179.3.

CSR put on 15 cents to AS\$40 with a hefty 12.2m shares traded. The activity was said to be the aftermath of a raid late on Friday by a Sydney broker who bought 10m shares off-market in Melbourne.

Mining stocks continued their slide amid speculation that a tax on gold mining might still be introduced and on market reports that Elders Resources planned to sell its 15 per cent stake in Kidston for about AS\$112m. Kidston eased 24 cents to AS\$ and Elders Resources was 6 cents lower at 98 cents.

### SINGAPORE

A ROUND of profit-taking and the absence of fresh factors to stimulate demand left Singapore lower with the Straits Times industrial index down 11.12 at 741.22.

Some Central Provident Fund investors were also unwilling to take delivery of stocks and were selling holdings.

United Industries, which has made a takeover bid for Intraco was the most actively traded stock on 1.11m shares. It closed unchanged at S\$2.10 while Intraco shed 3 cents to S\$1.97.

### SOUTH AFRICA

GOLD SHARES were mostly firmer in moderate Johannesburg trading, in line with a firmer bullion price, but there were some distortions as a result of shares trading ex-dividend.

Vaal Reefs put on R7 to R232 and Elandsrand added 75 cents to R21 but Harties fell 80 cents to R13 ex-dividend.

Other mining stocks followed the trend with De Beers up 30 cents at R27.70 and Rustenburg Platinum 75 cents at R37.25.

### CANADA

A BROADLY-BASED advance was seen in Toronto in moderate trading.

Among actively traded industrials, Pagurian put on C\$4 to C\$18 1/2, Canadian Pacific C\$4 to C\$17, while among oils, Imperial Oil rose C\$3 to C\$36 1/2 and Total Petroleum North America gained C\$2 to C\$27 1/2. In the opposite direction, Dome shed 5 cents to C\$1.17.

### TOKYO

## Back into record territory

MEDIUM-PRICED issues and stocks that have recently lagged the market found brisk demand towards the close in Tokyo yesterday, driving share prices to a record high for the first time in three days, writes Shigeo Nishiwaki of Jiji Press.

But buying interest in large-capital steels and shipbuilders dwindled.

The Nikkei average gained 108.77 to 17,654.19. Volume was sharply down to 634m shares from Friday's 1,156m. Advances outran declines by 311 to 335, with 123 issues unchanged.

Despite the strong performance, concern over the high price levels continued. Investors were also growing cautious about the prospects for the ruling Liberal-Democratic Party in Sunday's elections for both houses of the Diet (Parliament).

Trading houses were at the top of the shopping list. Mitani was active, rising Y22 to Y510, while Mitsubishi rose Y38 to Y889 and C. Itoh Y23 to Y585.

Marubeni and Sumitomo rose Y10 and Y70 to Y362 and Y1,020 respectively, supported by lower interest rates and their moves into the information business.

Motor-related stocks were generally higher. Kotio Mfg rose Y34 to Y677, bolstered by its development of a new auxiliary side lamp for cars.

Toyoda Tsusbo gained Y22 to Y730, helped by rumours of speculative demand, while Sanden advanced Y30 to Y1,050 on suggestion of an inflow of "political funds" buying into it.

Domestic-oriented blue chips were steady, with Yamato Transport, Shiseido and Lion each adding Y50 to Y1,340, Y2,000 and Y1,180, respectively. Interest in the issues was fuelled by speculation about impending purchases by investment trusts. Another factor was their apparent lag behind issues related to the Government's fiscal investment and loan programme, property and domestic-oriented blue chips.

Low-priced, large-capital stocks, the target of institutional investors since the beginning of June, are gradually losing popularity. Ishikawajima-Harima Heavy Industries, although topping the

active list with 57.10m shares, dipped Y1 to Y321.

Bond prices got off to a steady start on investor expectations for lower US interest rates, but turned easier later as selling increased gradually.

The benchmark 6.2 per cent government bonds, maturing in July 1995, rose to 4.780 per cent from Saturday's 4.745 per cent, while the 5.1 per cent bonds, falling due in March 1996, yielded 4.905 per cent, up from 4.900 per cent.

The dealing sections of some banks and institutional investors actively bought the 5.1 per cent bonds, which will be listed on the Tokyo stock exchange on July 5. But many dealers were sceptical about the continuation of popularity because of their low coupon rate.

### EUROPE

## Nerves are overcome in Milan

THE SLIDE in Milan came to a halt yesterday after Friday's nervousness in the wake of the government crisis which prompted the resignation of Socialist Premier Bettino Craxi's coalition.

The market opened at Friday's lower level - on that day the Banca Commerciale index dropped 19.52 points to 665.40, while the Milan Stock index slumped 44 points to 1,490. But most of the reaction appeared to have been dealt with and prices ended barely changed on the day.

Milan, has fallen by about 27 per cent since May 20 after a boom which lasted for around 18 months.

A note of optimism was injected into trading by the Bank of Italy announcement that payment of the June trading month operations had been completed without problems.

June cost of living figures show a continued fall in the inflation rate, now at 6.3 per cent.

The market leader Fiat retreated L225 to L11,475 and elsewhere among industrials Montedison eased L43 to L3,249, while Sma BPD shed L106 to L5,044.

Paris was firmer in late trading as advances led declines 104 to 71, but a late rise in the overnight call money rate to 7 1/2 per cent limited gains to a narrow range.

Features included Sreg, down FFr 13.10 at FFr 59 after a rights issue, and Total, down FFr 21 at FFr 361 ex-rights

and dividend. Avions Dassault remained about 3 per cent higher on balance at FFr 1,240, up FFr 35.

Construction issues were up. Bouygues led the sector with a FFr 42 jump to FFr 1,172, Maisons Phenix rose FFr 17 to FFr 247, while Lafarge-Coppée added FFr 19 to FFr 1,300.

The Government announced plans to limit the holdings of foreign companies to 15 per cent when 65 state-sector groups are privatised.

Frankfurt fell on profit-taking as investors reacted pessimistically to government plans to sell its holdings in Veba and VW. The Commerzbank index dropped 22 to 1,929.6.

Veba, the diversified utility conglomerate, dropped DM 8.50 to DM 270, while VW tumbled DM 22.50 to DM 515.50 on worries about the expected DM 5bn worth of shares that Bonn plans to put on to the market in 1987.

Despite Bundesbank President Karl Otto Pöhl's remarks in Zurich that central bank money supply growth had slowed recently and that "good news" would come out of Thursday's Bundesbank meeting, uncertainties continued over the direction of domestic interest rates.

As a result, financial issues were marked down. Deutsche Bank dropped DM 13 to DM 770, Dresdner dipped DM 6.50 to DM 413.50 and Commerzbank gave up DM 6 to DM 303.

Trading in bonds was quiet and prices ended barely changed with gains of 10 basis points balanced by similar losses. The Bundesbank sold DM 33.7m worth of paper after selling DM 91.1m on Friday.

Amsterdam was also lower, dampened by the holiday period, continuing negotiations for a new Dutch government and selling ahead of the close of half-year accounts.

Royal Dutch dipped below the F1 200 threshold, giving up F1 1.70 to F1 199.30 while Unilever shed F1 1.50 to F1 483.

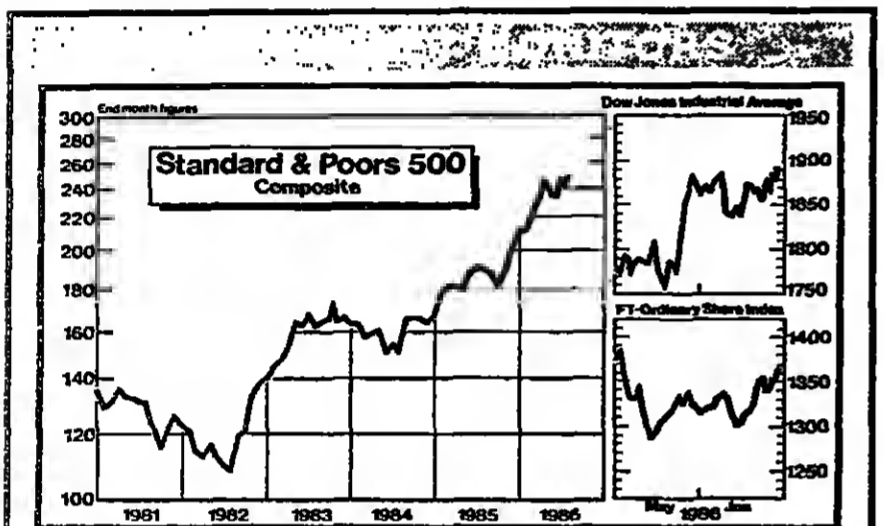
Bond trading was uneventful with prices mostly steady.

Zurich recovered from a lower start as optimism over a drop in money rates fuelled a late rise. Prices picked up earlier losses to end mostly unchanged.

Bonds ended a quiet session mixed on low turnover.

Brussels was marginally easier on dull holiday trade, unperturbed by the threat of renewed industrial unrest over government spending cuts after summer.

Oslo staged a recovery after last week's lower trend. Stockholm ended lower as investors escaped to their summer retreats and Madrid declined on routine trading.



### STOCK MARKET INDICES

NEW YORK	June 30	Previous	Year ago
DJ Industrials	1,895.81	1,885.26	1,335.46
DJ Transport	782.25	777.50	664.09
DJ Utilities	199.99	198.78	164.85
S&P Composite	251.79	249.60	191.65

LONDON	June 30	Previous	Year ago
FT Ord	1,367.1	1,354.4	952.5
FT-SE 100	1,648.8	1,639.1	1,234.9
FT-A All-share	n/a	808.78	612.99
FT-A 500	n/a	691.07	668.86
FT Gold mines	202.5	198.5	420.6
FT-A Long gilt	n/a	9.34	n/a

TOKYO	June 30	Previous	Year ago
Nikkei	17,654.19	17,500.43	12,882.0
Tokyo SE	1,399.24	1,350.14	1,026.41

AUSTRALIA	June 30	Previous	Year ago
All Ord.	1,179.6	1,183.6	860.8
Metals & Mins.	496.6	504.6	502.0

AUSTRIA	June 30	Previous	Year ago
Credit Anstalt	n/a	117.29	103.15

BELGIUM	June 30	Previous	Year ago
Belgian SE	3,675.88	3,680.92	2,314.71

CANADA	June 30	Previous	Year ago
Toronto Metals & Mins Composite	2,101.2	2,038.52	1,898.3
Montreal Portfolio	1,564.17	1,562.16	1,322.22

DENMARK	June 30	Previous	Year ago
SE	215.67	215.02	197.87

FRANCE	June 30	Previous	Year ago
CAC Gen	355.90	355.10	225.7
Ind Tendence	135.10	133.40	82.2

WEST GERMANY	June 30	Previous	Year ago
FAZ Aktien	629.09	645.34	482.90
Commerzbank	1,929.60	1,951.6	1,425.5

HONG KONG	June 30	Previous	Year ago
Hang Seng	1,739.11	1,750.98	1,570.61

ITALY	June 30	Previous	Year ago
Banca Com.	625.75	665.40	332.64

NETHERLANDS	June 30	Previous	Year ago
ANP-CBS Gen	289.40	291.5	213.6
ANP-CBS Ind	285.90	291.0	178.0

NORWAY	June 30	Previous	Year ago
Oto SE	360.45	353.30	326.55

SINGAPORE	June 30	Previous	Year ago
Straits Times	741.22	752.34	782.69

SOUTH AFRICA	June 30	Previous	Year ago
JSE Golds	-	1,036.3	695.4
JSE Industrials	-	1,173.0	590.2

SPAIN	June 30	Previous	Year ago
Madrid SE	172.11	172.22	78.55

SWEDEN	June 30	Previous	Year ago
J.S.P.	2,412.11	2,436.85	1,333.96

SWITZERLAND	June 30	Previous	Year ago
Swiss Bank Ind	661.40	662.7	346.3

WORLD	June 30	Previous	Year ago
MS Capital Int'l	324.6	325.2	215.4

COMMODITIES	June 30	Previous	Year ago
Linnon	329.300	331.450	-
Silver (spot fixing)	€915.50	€874.90	-
Coffee (September)	€1,707.00	€1,684.50	-
Oil (Brent blend)	\$11.20	\$11.65	-

GOLD (per ounce)	June 30	Previous	Year ago
London	\$347.50	\$344.00	-
Zurich	\$347.55	\$344.65	-
Paris (fixing)	\$345.56	\$344.29	-
Luxembourg	\$346.00	\$343.90	-
New York (Aug)	\$347.00	\$346.90	-

### CURRENCIES

US DOLLAR	STERLING
(London) June 30	June 30
Previous	Previous
\$	1.5325
DM	2.2045
Yen	163.70
FFr	7.02
Sfr	1.7955
Scandin	2.475
Line	1.508
Bfr	44.90
CS	1.3865

### INTEREST RATES

Euro-currencies	June 26	Prev
(3-month offered rate)	9 1/2	9 1/2
Sfr	5 1/2	5 1/2
DM	4 1/2	4 1/2
FFr	7 1/2	7 1/2

### US BONDS

Treasury	June 30	Prev
Price	Yield	Price
7 1/2 1988	100 1/2	6.67
7 1/2 1993	99 3/4	7.1